

Motivating your Mind Inspiring your Spirit

2016
e-book

*Wishing you a great 2016
from Najla Turk*



Welcome



January 2016

Dear Reader

This e-book has been compiled from the generous contributions of over 85 Australian, Asian, European, New Zealand, South African, Canadian, United States and United Arab Emirates authors, industry experts, CEO's, CFO's, Company Directors and business owners we have known and worked with in the professional education and MICE* industry.

Together, these e-book contributors have over 2000 years of business experience and 3500 years of people experience. Some younger, some more experienced, yet all exceptionally talented, intelligent and gifted in their areas of expertise.

No contributors were paid for their articles **nor** were they charged a fee to be involved. There is immeasurable value from each co-author's contribution. I deeply appreciate their knowledge and time to this joint venture project.

E-book Purpose:

This e-book was created for clients, customers and our worldwide readers to enjoy. We trust the stories, tips, insights and case studies can benefit you in your business, professional or personal education level.

As a complimentary gift and 'added value' benefit from our alliance of contributors, this e-book is **FREE** to enjoy. You can share it with colleagues, business associates, friends or those you feel would enjoy the articles or stories.

Send it via e-mail, through social media posts, from your mobile device, e-reader or read the stories over lunch or on your travels on a plane, metro train or ferry to your destination.

Special Thanks

To **Monika Newman**, Principal of **Absolutely Virtual** based in Sydney, Australia. Thank you for once again for saying 'YES' as our 2016 e-book project coordinator and in helping our contributors across multiple countries to compile this e-book.

Thank you for putting your family, friends and walks with your dog on hold to complete this e-book. Your timely communications and our meetings in Sydney regarding contributor content and bio verifications has been appreciated by everyone, yet none more so than myself ... **THANK YOU** (and for your articles on pages 85 and 87).

I am grateful for your creativity, insights, professionalism, energy, coffees and Lindt Chocolates throughout 2015.

A huge thank you to professional photographer **Nardia Guillaumier** (and your article on page 47) for the use of her stunning photos of the Light House on the front cover and the Seacliff Bridge on the back cover.

Thank you to each of our contributors

Without you, this e-book would **not** have the richness of your local touch and international depth. I have known some of you since my University years, others have been amazing mentors to help me in my early career successes and years of development into leadership roles (in particular, **Tom Hopkins CPAE** and **Ron Marks CSP**).

I have worked alongside many of you at client events, at MICE* industry functions or known of you through our mutual expertise in the cities in which we interact and countries where we have crossed paths during our travels.

Most of you are members of a professional association or organisation we have been a part of over many years. We have either served in a volunteer role together or in similar leadership or Director Roles, hence I understand the ethics and character virtues you bring to this e-book through your contribution and collaborations.

Thank you for your gift in giving to our readers and audiences around the world with your article(s).

Rob Salisbury B. Com., CSP
International Director
Strategic Resources International
Australia | Singapore | USA

*MICE = Meetings, Incentives, Conferences, Events



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

ACRONYM meanings

CPAE: Council of Peers Award of Excellence is awarded through the National Speakers Association in which less than 150 speakers worldwide have been awarded this distinction by a council of their peers.

CSP: Certified Speaking Professional is awarded by the National Speakers Association (*United States or Australia*). There are approximately 800 speakers worldwide who have earned this accreditation after meeting a rigorous amount of criteria and an independent audit of their commercial work over a five year period.

CSPGlobal: An accreditation awarded through the Global Speakers Federation.

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

Educational Institutions, Professional Associations, Non Profit or Government Body Appointments or Awards:

PhD, MBA, M.Com, MBE, B. Sci., B. Com, MICD, CEO, MD, FAHRI, FAIM, JP, MAICD, GAICD, FAICD, VA, M. App. Sci., B. Ed. (Hons), BA, Dip Bus, Dip Ed., NLP, CP Mgr.

e-book front cover photograph of the **Breakwater Light House (and back cover photograph of the **Seacliff Bridge**) are with permission from Australian professional photographer and page 47 e-book contributor, **Nardia Guillaumier**.*

*Located 90 minutes south of Sydney, the historic **Breakwater Light house** operated from 1871 to 1974; stands 42 feet high and helped countless mariners navigate to the safety of Wollongong Harbour. Today, **Breakwater Lighthouse** stands silent adjacent the 130 foot high **Wollongong Head Lighthouse** built in 1936. Wollongong is the only port city along the 3900 kilometres eastern coastline of Australia to have two lighthouses built.*

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During the last 18 years I have been fortunate enough to look inside over 265 organisations in 20 different countries and 30 different industries to see firsthand how companies can create a passion based culture.

Firstly what does a passion based culture look like? It is where the majority of the people in your business are engaged, enthused and energised. They believe in the purpose of your business and prepared to add value beyond their pay packet to achieve the goals and objectives of the business?

What we have discovered is that most businesses fall into three categories.

The first group are in survival mode, in other words they are not getting ahead or going backwards. The second type of business is successful at what they do; they are good at what they do and are making money. The final group are great at what they do, in other words they have become significant in their market place.

Recognised by their clients, community and companies they work with and their colleagues at being great at what they do in their fields. To be significant at what you do you need to create a team of loyal, passionate people.

Here are the four steps ...

Have a Big Reason: Your people want to work with and for someone who has a bigger reason than just profits. They need a bigger reason and why? They need to do work that is meaningful, matters and makes a difference. You have to sell the story and purpose of your business. The majority of people want to belong to a company who have a purpose, a plan and are passionate about achieving it. So you too need to have a clear direction, write out a manifesto of what you want to be famous for and what you stand for.

Define Your DNA: Every business has a culture, sometimes created by choice however most of the time created by chance. You want to create a culture that brings the best out in your people. So it is critical to identify your DNA, in other words what you stand for, what is acceptable, what is not acceptable and what is not negotiable. If you could have the perfect team culture that would naturally create passionate, proactive and productive people, what would you have to do?

Create Progress: All too often an environment is created where people are too focused on creating perfection, rather than making progress. Too many people within businesses are avoiding making a decision for the fear of being wrong. So what do they do? They defer, avoid, procrastinate and attend another meeting. Get your people focused on measuring progress, not perfection.

Have them implement a 1% improvement to everything they do and your business will evolve and grow and your people will become excited about moving forward.

Assist Your People to Define Their Dreams: Most people spend most of their life earning a living; very few people desire a life. For most people days blend into weeks, weeks merge into months and months collide to create years. Rarely do people stop and think about what is important, what matters and what is most important to them and for the people who mean the world to them.

The greatest gift you can give them is the opportunity to clarify their goals and then permission to pursue their passion.



Keith Abraham CSP: For almost 30 years Keith has researched what makes passionate people tick and now he shares his inspiration, insights and ideas on how top performing companies can harness that passion to bring the best out of their people and their business.

Apart from his prodigious efforts in helping people and companies to set and achieve more than 12 million goals, he is a multi-award winning speaker, regularly contributes to a host of business magazines and TV programs and has just released his third book, the runaway success *It Starts with Passion*.

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I'd been invited to be on a TV show in New Zealand ... a show dedicated to innovators and entrepreneurs. I was shocked to be invited. My first thought was, *"I haven't done anything extraordinary, why would people be interested in what I have to say?"*

So I reflected on the very best message I could give in my interview from my own life experiences. I've been in and around HR for almost 30 years specialising in working with high performing teams. One of the saddest things I'm ever asked to do, is to make 45 to 50 year old team members redundant because I know that in a society (which often values youth over age) this group of workers will struggle severely to get another job.

In the UK, USA and EU, there are approximately 6.5 million people over 50 years who are unemployed. According to The Age and Employment Network *'If a person becomes unemployed in their 50's and remains unemployed for more than a year, they are more likely to die or start drawing upon their pension than ever get a job again'*.

How scary is that and what a tragic waste of talent and knowledge. As humans we are designed to live for 120 years, so 45 isn't even half way through our life span.

I know some 70 year olds who have more passion and energy than many 18 year olds. Yet companies tend to recruit the 18 year olds over older workers even knowing that the young people have no life experience and may even arrive with that *'you owe me'* attitude that many young people seem to have these days.

So I want to start a revolution around rethinking 'age'.

Organisations need to re-evaluate their negativity to older workers and factor in all their wonderful experience. Can an 18 year old manage a team or a project? Can you send them out to chat to angry customers? Can you safely trust them to manage a budget yet? And do we really want a society where all these amazing people are languishing on benefits at the most productive times of their lives?

But our 45 to 50 year olds need to take some responsibility in this situation too.

I ask them *"When did you last learn anything new?"* Or *"When did you last volunteer to take on more responsibility in your organisation?"* or *"How are you ensuring you keep up to date with technology?"* And the big question I ask, *"What are your 5 year goals?"*

Sadly a lot of older workers quietly slip into what I call 'quit and stay' mode – the body shows up each day to do their job but the heart, soul and passion are elsewhere. Sooner or later that kind of thinking takes a toll on their health and helps to shape their boss's perception of them as being *'dead wood'*.

So to the 45 to 50 year olds reading this, here are my thoughts and suggestions for 2016:

- Develop a **'pick me'** attitude.
- Volunteer for anything and everything.
- Get comfortable with and be on top of technology.
- Get our 5 year goals sorted and work towards them every day of your life.
- Work out what your real passion in life and if possible, turn that into your own business. When you own your own business, no-one (*except your bank manager*) can make you redundant or let you go except you.
- Buy a franchise with your redundancy money. It may not be your long term desire but you will be taught how to run a business and with the coaching and mentoring that is required to make your business successful.
- THEN you will be ready to start your own business.

Don't ever give up hope, believe in yourself and others will believe in and what you are trying to do.

You are never too old and it really is, never too late.



Ann Andrews Dip Bus (Pmer), CSP is a serious inspirational entrepreneur who teaches organisations and individuals how to learn, unlearn and relearn so they can face any change and challenge likely to hit their lives or their business.

Ann is a published author, former National President of the National Speakers Association of New Zealand (NSANZ) and only person to be awarded NSANZ Speaker of the Year twice.

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In his book, "*Start with Why*", Simon Sinek shares a familiar story:

"Consider the story of two stonemasons, you walk up to the first mason and ask 'Do you like your job?'"



He looks up at you and replies, "I've been building this wall for as long as I can remember. The work is monotonous. I work in the scorching hot sun all day. The stones are heavy and lifting them all day can be backbreaking. I'm not sure if this project will be completed in my lifetime. But it's a job. It pays the bills."

You thank him for his time and walk on.

About thirty feet away, you walk up to a second stone mason and ask him the same question. He looks up and replies "I love my job. I'm building a cathedral. Sure I've been working on this wall for as long as I can remember, and yes, the work is sometimes monotonous. I work in the scorching hot sun all day.

The stones are heavy and lifting them day after day can be backbreaking. I'm not even sure if this project will be completed in my lifetime. But I'm building a cathedral."

How does this story compare to your life?

What is significant about this story is the meaning that each man gave to the work that he was doing. The first stonemason saw it merely as a job – he was miserable doing it and the wages he earned was only a means to an end. The

other stonemason saw his job in a different light. The meaning he gave it was the complete opposite to the first stonemason; he stated his purpose.

We face challenges of all kinds, whether you are a refugee fleeing to find a better life in another country, parents facing the prospect of losing their child to some life-threatening disease or a business owner facing financial catastrophe. What meaning do you give to the problems you face? Are you a reflection of the first stone mason or the second?

Economic uncertainty, the crazy-busyness of work and life, negative influences, past experiences and conditioning can precipitate an emotional state at any given moment; which may trigger reactive responses. We are emotional beings – there is no doubt. We are so distracted by many individual situations that we get acutely overwhelmed. It affects our thought process and our emotional state. How can we change this? Try the following:

Economic uncertainty, the crazy-busyness of work and life, negative influences, past experiences and conditioning can precipitate an emotional state at any given moment; which may trigger reactive responses. We are emotional beings – there is no doubt. We are so distracted by many individual situations that we get acutely overwhelmed. It affects our thought process and our emotional state. How can we change this? Try the following:

1. **Change the meaning that you give a particular challenge you face**
2. **Dig deeper within yourself to expand your purpose within this meaning**
3. **If things are not going your way ... ask yourself this question, "What else could this mean?"**

Give Life to the Meaning of Life

It is an exercise that will help you uncover the true meaning and inspiration for yourself. A lack of purpose can affect our self-worth. We need to remind ourselves that we are innately worthy of love, happiness, abundance. However many of us consistently perceive ourselves to be unworthy.

"A person's worth is contingent upon who he or she is, not upon what he or she does, or how much he or she has. The worth of a person, or a thing, or an idea, is in being, not in doing, not in having." – *Alice Mary Hilton*



About the Author: **Xen Angelides** is the founder of X-Factor Human Performance Systems. Xen is a Business Development Consultant, a proven veteran of the fitness industry, an accomplished educator and professional speaker.

As a certified results coach and master practitioner of neuro linguistic programming (NLP) and neurological re-patterning, Xen has helped many individuals transform their thinking and performance. For more information, [contact Xen](#) or like his [Facebook Fan Page](#).

Inspiration and Motivation come from many people, places or situations.

Whether it's the inspiration we find in stories of personal hardships and the fight for their belief coming from people like Nelson Mandela or Aung San Suu Kyi or the motivation we see in the face of a child working on a school project; they all strike a chord.

My story is a little closer to home. While discussing the successes of 2015 and the expectations of 2016 and beyond with a friend last week, he told me about a team building evening he had arranged for his senior management team.

The evening was to celebrate the past achievements and strengthen the business platform for the coming year. Dinner at a nice venue helped to shift the business relationships to a more personal level followed by a show, some entertainment and a chance to relax with Cirque Du Soleil's, '**Totem**' the evening entertainment.

Totem show traces the fascinating journey of the human race from its original amphibian state to its ultimate desire to fly. The performance from 46 circus artists, actors, musicians and singers is an impressive collection of jaw-dropping acrobatic acts. According to the synopsis, Totem is an uplifting array of athleticism, soul-touching theatrics, lavish costume designs and cutting edge digital effects. Totem's journey was possible because he had a vision and was inspired into action.

My friend had selected this show because it was inspiring and demonstrated the power of a motivated sole. He wanted the team to expand their horizons, to think outside any box and with no restriction to what could be achieved.

He encouraged them to re-set their business plans with this new energy. He encouraged his management team to take this mindset back to their respective countries and challenge their teams to raise the bar and reset their goals.

Totem showed us that boundaries are limitless; that restrictions are in our mind. With the right support what could be achieved and what changes would the team have to make in their business plans for the next 5 years?

The outcome was quite remarkable!



While I think that '**Totem**' like so many of the Cirque Du Soleil shows are inspiring, there are many examples of inspiration and motivation that surround us and we often can take them for granted.

Let me share my experience yesterday. I returned from a business trip to India on board an Air Bus 380, a remarkable aircraft. How incredibly lucky are we to live in a world that allows us to experience engineering brilliance. To fly like an eagle to different countries at will and experience cultural diversity.

I took a taxi from the Singapore airport to my home with thanks to the vision of Henry Ford and others who contributed to the development of the automobile over 100 year ago. I called my husband who was in Australia on a mobile device that was due to the vision of Alexander Graham Bell and his patented invention in 1876.

It was then that I sat down and just smiled. We have an extraordinary number of examples of '*Motivated Minds and Inspired Spirits*' around us.

My plan over the holidays is to review my professional and personal goals without limitations. Find some inspirational models and re-set the bar of accomplishments! What about you?

Sue Arden is a 30 year veteran in the highly competitive Logistics Industry. She has developed and lead winning sales teams focused on end to end Supply Chain Solutions for Multi National Customers. Navigating through cultural complexities and government regulatory requirements, team targets and budgets have always been exceeded.

Based in Singapore, Sue is Vice President of Business Development Asia within the Global Account Management Team servicing Asia Pacific Rim, India and China markets.

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To boost your sales, boost your creativity and begin to craft even more powerful messages!

To boost your creativity, simply follow the CREATIVE acronym I developed several years ago.

The C.R.E.A.T.I.V.E. Acronym

CAPTURE creative moments of genius (via pen, paper, phone, camera, recordings - don't let ideas slip away).

REVIEW ideas often. Have a creative file to review your ideas, hopes, dreams and goals on a regular basis.

EXPECT bursts of creativity. You get what you expect and expect and then generate more creativity.

ACTIVITY generates creativity. In showers, while walking, writing, driving or cycling all help to bring forth creativity.

TAKE time to think. Creativity can also be found in scheduled quiet time. Solitude is terrific at breeding creativity.

INVEST in yourself. Creativity flows from personal and professional development so invest regularly into your mind.

VISUALISE during creative moments. See the success you are seeking!

EXPERIMENT and try new things. If it is legal and ethical, do it. New experiences, travel, food, flavours, music, movies and relationships will help enhance your creativity.

In my field of expertise, selling requires creativity and it can boost your creativity each day. There is tremendous power in this tip, so reread this Super Sales Success Tip and begin to apply this CREATIVE acronym consistently!

Boost your creativity and learn to craft even more powerful and persuasive messages! People will purchase or invest (or not), from you based on your message or lack of it.

This is why our message is a fundamental focal point of your company, organisation and every sales presentation.

Here are five tips to help you craft your message in 2016 and beyond:

1. **Really understand your product, services, features AND benefits.** You should also consider your company's core values when crafting your message.
2. **Begin with the end in mind:** What is your desired outcome after the message is delivered?
3. **Consider your target market:** Who are you aiming to deliver your message to? What are their demographics, their likes, dislikes, etc.? Know as much as possible regarding your target market.
4. **Consider your delivery:** Speaking to an audience of 1000 is different to delivering a message via radio. There is a place for both, but you have to understand the difference. Presenting one-on-one is also different to selling to a committee and using TV advertising is different to newspaper. Consider your delivery method as you craft your message.
5. **Craft a call-to-action:** What good is delivering a message if there is no call-to-action? What is your desired outcome? Do you want your prospect to sign an agreement? Call the number being promoted? Tell a friend about your website?

Be brief, clear and specific both in your message and call to action.

These Super Sales Success Tips are designed to encourage you to get CREATIVE in all things and CRAFT your persuasive message today! Make it a great day as you continue to read and implement the ideas in *Motivating Your Mind*, *Inspiring Your Spirit*!

Al Argo, The Positive Impact Coach is an international speaker and author of *Walking, Living, Learning* and *Wake Up and Shine*!

For 30 more free sales tips from his new book *160 Super Sales Success Tips* simply

E-mail argoglobal@gmail.com with "30 More Tips Please" in the subject or email text.



I'd like to share with you the story of Joseph. Joseph is a talented presenter and coach and he presents to thousands of people at a time on performance improvement and success.

One day at the end of an event, he was approached by an Olympic Athlete. The famous athlete, (who for the purpose of this story we'll call Rob) said: *"Joseph, I used to run the mile at the qualifying time of 4 minutes, but lately, I'm running at 4 minutes 30 seconds. At that pace I won't qualify and I won't achieve my dream of making a GOLD medal. Can you help?"*

Joseph, who had not worked with an athlete before, thought about it and agreed to work with Rob and said, *"Sure, on 3 conditions. The conditions are: 1. You do EVERYTHING I say; 2. You do NOT argue with me; 3. You celebrate everything. Can you do that?"*

Sure enough, Rob agreed and they met at the running track the next day where Joseph tasked Rob with running the mile of the track as fast as he could. Rob set off and was way behind the Olympic qualifying pace of 4 minutes and crossed the line in 4 minutes 30 seconds. He was furious. As he crossed the line he was cursing, swearing and being both angry and frustrated.

Joseph interrupted: *"STRIKE ONE!"* Rob replied, *"What do you mean, strike one?"* Joseph: *"I told you to celebrate everything and you're not celebrating."* Rob: *"How can I celebrate that, it's a terrible time."* Joseph: *"STRIKE TWO!"* You're now arguing with me. Keep going and we'll hit strike 3 and that'll be us done."

Rob looked at Joseph and knew he was serious. He remained quiet and Joseph continued: Joseph: *"Here's what we're going to do. You're going to run the lap again and whatever happens you're going to celebrate."* Rob agrees and sets off running. Only this time, he is tired, it's the second time he's done the run today and his time is worse than before. He crossed the line at 4 minutes 40 seconds and he's angry. As he crossed the line he was cursing and cussing again, until he catches Joseph's eye and realises he needs to celebrate. So, he lets out a really fake celebratory, 'Woo-hooo' and both he and Joseph laugh.

Joseph asks Rob: *"So, you used to run this race in the 4 minute time frame. What's the difference? What did you used to do that you are not doing now?"* Rob thinks and replies: *"It's my strides, I'm taking too many strides, I need to take longer strides."* Joseph: *"Perfect. Go home for two days and do nothing but visualise the longer strides."*

Rob does that, returns after the two days and sets off to run. This time he is MUCH improved and crosses the line at 4 minutes 15 seconds. He's excited and celebrates. He's still outside of the pace though. Joseph sends him home again to visualise for another two days. Rob returns, sets out on the run and his pace is even faster than before. As he crossed the line he was jumping with excitement and celebrating as he had made the qualifying pace of 4 minutes. He was super excited.

Joseph asked: *"So, what do you think has allowed you to make such improvement over the last 4 days?"* Rob: *"Joseph, it was the strides. Longer Strides, that's what did it."* Joseph: *"Good, but not right".* Rob: *"Erm ... I know, it was the visualisation. You had me go there in my mind first?"* Joseph: *"Good, but not right."* Rob: *"I'm out of ideas, what was it Joseph?"* Joseph: *"So, remember on your first day and you did the 'Woo-hooo' noise and we laughed and celebrated, that's what made the difference." Because you laughed and celebrated, you changed your state. Because you were in a different state, you had different resources available to you. That state allowed you to identify the strides. You never would have found that out in your angry state."*

I wonder, as we come to the end of 2015, what can you celebrate?

As we enter 2016 can YOU use the opportunity to celebrate more frequently? Can you help your clients recognise the need to celebrate more too?



Kevin Bees has worked with some of the top global companies including Airbus, QBT (formerly Qantas Business Travel), Hills Hoist, Intel Corporation and Tony Robbins. Kevin is brought in by his clients to turnaround profitability, maximise psychology and performance of senior leaders and their teams.

With almost two decades of experience in business performance improvement, Kevin has helped several clients to deliver multi-million dollar savings on an annualised basis.

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I'd like to share with you the story of Candice. Candice was aged 28 and a beautiful, young, intelligent woman. She was living in small town in the south west of England. Usually Candice was bright, active, social and sporty, although every day for the last two months she could be spotted at the local pub looking very down, drowning her sorrows into glass after glass of wine.

One day Matt the barman chose to strike up a conversation with her and soon learnt of her woes. It seems that the last couple of months had been the worst of her life:

- Her fiancé had embarrassingly jilted her at the altar.
- Her boss had made her position redundant. She was soon to be unemployed.
- Someone had run into the back of her car and it was irreparable.

Matt listened to Candice download the contents of her pain and in a reassuring tone asked the following question:

"Candice, did you realise that in 5 years' time, you are going to look back at this moment and realise it was a turning point in your life. It's up to you, which way are you going to turn?"

For some reason, the question triggered something in Candice.

Her head snapped back, her body straightened up and for the first time in the last two months she had a glint in her eye as she repeated thoughtfully: 'It's up to me. Which way am I going to turn?'

From her new question came an exciting array of answers that led Candice to leave the pub and put together a flurry of action that would see her travel around the world, find a new career path that was more fitting and experience the most exciting days of her life.

Matt was an average guy, who had unwittingly stumbled on an amazing secret: *Change one question, change ones world.*

You see, in changing the negative questions Candice was asking herself, Matt empowered her to change her focus.

That one question shifted her focus from the past and the problems; that one question shifted her focus to the future and the opportunity.

All new questions lead to new answers, to new decision and new actions and new results in life.

Question >> Answer >> Decision >> Action >> Results >> Destiny

5 years on, Candice is the most empowered and fulfilled she's ever been – and she has a question for you: "If you looked back in five years from now and realised that this moment was the turning point in your life – which way would you turn?"

And I have another question for you: "What question can you ask this week that will empower your loves ones, or your clients to shift their focus and their outcomes?"



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In 2006 I experienced a massive nervous breakdown requiring more than 9 months of hospitalisation over the next 2 years.

While still recovering and trying to figure out what had happened, I was diagnosed with cancer. Whilst undergoing treatment, I had lost 32kgs when my doctor suggested that I should get my affairs in order. That's code for *"You're going to die"*. She estimated that I had about 2 weeks left on this spinning blue planet.

News like this can really get your attention, particularly if you are a high achiever. Death is very inconvenient and can mess up your career!

I share this story, because of the life changing impact that these events had on me. I hope that my story might serve as a warning to others who may think they are invincible and to inspire others who are going through similar challenges.

I discovered that it's never too late to have a go at life. Never too late to try to turn even the worst of situations around, as in the last part of the famous opera **The Ring of the Nibelung**, *"It really ain't over until the fat lady sings"*!

I am living proof of that and I am nobody special. My health is the best it has been both psychologically and physically for more than 20 years and I am reliably told that I am now out of the "danger zone".

God saw fit to extend my lease on life, so I feel blessed and obliged to share my lessons today with seminar audiences.

1. We are not bullet proof. Life is fragile and we never know how long we have left. So I now plan for a very long life, but live as though every day is my last. I no longer put off doing the important things and I spend time with those I love and care about and I refuse to waste time doing anything that I really don't want to do. So I spend more time on the yacht sailing and less time in seminars. What's important to you?

2. Find a better way to live and love. As a professional speaker I was only making money when I was in front of an audience. It was big money, so the temptation was great to do it all the time. But I found another way, a better way to serve my clients through on-line training. I can now travel and serve clients anywhere in the world, from anywhere in the world. Eight years ago I would have told you this was impossible. What would be possible for you if decided to find a better way?

3. Seek professional help with life's challenges. Some people look after their car better than they do their own health. One in 4 people in our Western Society now suffer from some form of mental illness. 1 in 2 will experience cancer. If you love your family, the best thing you can do for them is take care of your own health. Mental health has had a stigma attached to it. I talk openly about my experience to let people know that it's a situation that can be turned around. What can you do now to improve your health?

4. "It ain't over until the fat lady sings". We all face challenges in life and it's not what happens that counts. It's our response to what happens. Sadly I see some people give up on their goals, their dreams and their life at the first sign of adversity. Challenges are normal in life. The most successful people are those who understand that every challenge is simply an opportunity to grow, to learn and find a better way. What challenges can you take on, win and learn from?

Really, *"Life ain't over until the fat lady sings"*!

It's never too late to make something right, to have a go, to create a better future for yourself and those you love and care about. Never, never, never ... never give up!



The valkyrie Brünnhilde from Richard Wagner's "The Ring of the Nibelung"



Wayne Berry CSP has been a professional speaker, author and trainer since 1979. He's authored 5 best-selling books on selling, negotiating and sales management, recorded more than 40 audio programmes and hundreds of video programmes.

He speaks at conferences and helps thousands of sales and business people internationally each year through his on-line Top Gun Business Academy Coaching and Mentoring Programmes.

More than 60,000 subscribers receive his Top Gun Video Sales and Sales Management tips weekly. Based in Melbourne, he is often found sailing on his catamaran * 'Unstoppable' on the blue waters of eastern Australia.

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Have you ever noticed that the most trying times can give the most profound opportunities for growth and change? Sometimes my clients describe these times as; break-downs, mid-life crisis, tragedies, states of overwhelm and confusion. Being an NLP trainer and Coach I utilize the NLP formula, finding the interferences, patterns, resources and skills. This often uncovers the life changing gifts these situations provide. They can then be referred to as break throughs, spiritual awakenings, fresh starts, new beginnings.

Recently I came across the book 'Anti-Fragility', by Nassim Nicholas Taleb. He first coined the term 'anti-fragile' in his book 'The Black Swan'.

Anti-fragility is the opposite of fragility: as Taleb states, where a fragile package would be stamped with 'breakable', an anti-fragile package would be stamped 'please break'. He states that with anti-fragile experiences things get better with each (non-fatal) failure - in other words, "anything that has more upside than downside from random events ... is anti-fragile; the reverse is fragile".

When you or your business is anti-fragile, you are resilient or resistant to shock which makes you improve with uncertainty, shocks, and changes. In NLP we refer to this as the 'No failure only feedback' frame and also as the things we gain from disorder.

Taleb's example of how aircraft are built with anti-fragility in mind. They were designed to benefit from relatively small errors that are contained generally within one airplane. When a plane has a malfunction, the airline system learns from what caused the problem, corrects the problem and the system improves. When businesses and people use this system or formula, then instead of retreating they realign make adjustments and move forward.

Truly every disaster or problem when examined makes the next generation safer, better and improved. Someone jokingly said the sinking of the Titanic made the shipping industry safer.

Successful people are not only comfortable with uncertainty, they often flourish on it. They find opportunity in randomness; they thrive on ambiguity. We realise people are fragile and sometimes things 'fail', but, as Taleb states, fragility is absolutely essential for the economy as a whole. Whether we like it or not business failure is necessary to the worlds' economic success.

If all start-ups were successful, never having hurdles or obstacles to overcome, competition would disappear, quality would decline and we would never produce all the innovations we now enjoy. I know our business has flourished because of this, we became more creative and adjusted to the times and ways people communicate. We are constantly learning how to be anti-fragile.

Taleb makes a compelling case for randomness and uncertainty as a natural and necessary part of all life. Without these, evolutionary change and improvement would not happen. If you never failed, how would you really understand the personal satisfaction of success? If you never had to pull yourself up by your bootstraps, how could you truly appreciate wealth or health or relationships?

So embracing obstacles and uncertainty opens possibilities for people to realize they can make these breakthroughs to become anti-fragile.



Laureli Blyth; Master NLP Trainer, CSP, Bch. A well-known, respected International NLP Master Trainer, Clinical Hypnotherapist and Numerologist with over 25 years of experience.

American by birth, calling Sydney home, she teaches programs in Australia, USA, Europe and Asia Pacific. Laureli is Founder and Director of Australasian Institute of NLP in Sydney.

Her wholeness approach and knowledge is displayed in her range of books such as Neuro Intelligence, Brain Power, Dream Power, The Numerology of Names and 30 Days to NLP.

Honoured as one of the TOP 30 Global NLP Gurus, Laureli can be contacted at www.nlpworldwide.com or email laureli@nlpworldwide.com or <http://www.globalgurus.org/nlp/nlpgurus30.php#sthash.Y7y4XDdT.dpuf>

Have you ever wondered why some people seem to fast-track it to senior levels in business, even when there are other more experienced or expert candidates?

Why, when it comes to the best jobs, do some people seem to have it all? The more successful executives and senior people you meet, the more you'll realise that, regardless of their intelligence and business acumen, these successful people know how to present their ideas in an influential, compelling way. It's one of the keys to their success. They know how to showcase their professional expertise. They know how to structure their thoughts and connect with people and they say what they want to say in a way that resonates with their audience. They inspire and compel their audiences to take action!

We know we need development

When we asked 800 respondents from corporate Australia about presenting at work:

- Only 37% of respondents felt they were influential, persuasive presenters.
- 75% of respondents believe that they would gain more respect for their knowledge and expertise if they were better public speakers.

It seems many of us are attending too many boring meetings. At best, they are boring and at their worst, a complete waste of our time. It's critical to remember that anyone can be an exceptional presenter. It's just a matter of knowing what to do and doing it. So take action today to improve the way you present in business.

Here are 10 tips to get you started:

1. Analyse the audience before writing out what you'd like to say. What change are you trying to create in them by the end of your presentation?
2. Structure your message using a model that enables you to remember your content without notes or reading from your slides.
3. Learn how to build rapport. What can you say and do to connect from the start?
4. Rehearse, rehearse, rehearse to increase your confidence and improve your performance. Great presenters are made not born.
5. Warm up before you try to speak so you don't 'trip' over your words. In particular warm up your lips, cheeks and jaw. A rich, resonant vocal quality does wonders for your credibility and makes it easier for people to listen to you.
6. Connect with your audience at all times. Look each and every person right in the eye at some stage, connect with them and talk as though they are your friends. It's not about you – it's always ALL about them.
7. Don't read out your slides to your audience. PowerPoint is a visual aid – it's not the presentation. Minimise the number of slides. Use a minimum 30pt font and replace bullet points with meaningful stock photos on your slides as often as possible.
8. Use your body to support your message. There's a whole theory on body positioning for speakers to learn when you're ready. Where possible avoid standing behind the lectern.
9. Pause and breathe between concepts. This will help your audience to catch up with your ideas, it will give you clarity of thought, a feeling of greater relaxation and it will also help you project your voice more powerfully.
10. Be explicit about the next steps and ask for what you want. Ensure you leave your audience feeling energised by your closing statements!

Michelle Bowden CSP is an authority on presentation and persuasion in business.

She is co-creator of the PRSI (a world-first psychometric indicator that tests your persuasiveness at work) and best-selling internationally published author of **How to Present: the ultimate guide to presenting your ideas and influencing people using techniques that actually work** (Wiley).

Michelle is also editor of *How to Present* magazine, producer of Michelle Bowden TV, and a regular commentator in print, radio and online media.

Receive her FREE "How to Present magazine" at <http://michellebowden.com.au>



Unbelievable Secrets of Tax-free Living and a Boatload of 'BS'

Before you say, "That's BS!" let me ask you a question: "Just because you don't understand something, does that mean that it isn't true?"

In 2015, there are many common things which once seemed unbelievable, Wi-Fi, cell phones, the 'instant' microwave oven, a hundred albums stored on a phone ... all these were once impossible dreams and yet, now they are your daily reality.

A few weeks ago, I posted on social media about how many millionaires and billionaires legally pay 0% tax. Despite 'USA Business Insider' confirming that over 491 000 people in the USA, earning from US\$100k pa to over US\$1 Million pa, legally pay 0% tax, people still insisted it was 'BS'; perhaps because they didn't want to believe it. But what if it WAS true? What do the millionaires secretly and legally do that you could also do, too, if you but knew how?

The Secret Wisdom of the Amish Farmers

An Amish man on a horse and cart will claim that the top speed of a vehicle is 10-15 km/hour. Someone with access to a car will say the top vehicle speed is more like 150 km/hour. Someone with a boat or a plane may say vehicle speed is even higher. The Amish guy may say your vehicle speed is 'BS' ... unless he's seen it for himself.

If you are only used to short-term bank deposits giving you 2% to 5%, or long-term stock market or property returns of 10% over several years, you may find it hard to believe that someone can make 20% to 50% in just 12 months. What do they know that you don't?

Let's revisit the Amish man. The Amish peoples' limited knowledge of vehicles gives the Amish man a limited knowledge of speed. However, his knowledge of farming makes him aware of other things; things of which you, as a 'modern person', may be unaware of. A farmer knows that a bushel of wheat can be planted and grow 10 more bushels in a short space of time. The Amish man may be unfamiliar with vehicles, but he knows he can make TEN TIMES his investment within a year and often more.

"What is it that you don't know, that if you did know, could change your life?"

'A single grain of corn planted can grow to produce 2-4 ears of corn on a stalk, each ear with up to 800 kernels'. Wikipedia.

Yes, it's true. In a perfect world, a single piece of corn can bring in up to 3,000 times as much corn.

OK, so we don't live in a perfect world and bad things sometimes happen. Investments in property and shares can go up as well as down; agricultural investments can have good seasons and bad seasons. We experience recessions, depressions, droughts and floods. Bear in mind, though, that an event which is bad for one person can be great for another. That's why we should 'diversify'.

Do not take 100% of your money and put it into agriculture, just as you would not put 100% of your money into the stock market or the property market, or even into your own business. A little bit here and a little bit there makes for a nice balance. It may also help you to gain better returns, as, when one thing goes down, often the other one will go up (e.g., property and stock markets will often be inversely related).

If you read the financial news, you may see the housing market fall as interest rates rise (so be in cash and not in houses). You may see stock market falls on fears of war and wheat futures rise accordingly, as people bid up the price of crops due to fear of war-time food shortages. One market may be going down, but another rises: the whole economy is like a child's see-saw.

"What is it that you do not know, that if you did know, could change your life?"

Knowing that investors can earn 50% in a year, or learning that millionaires and billionaires can pay 0% tax legally, may make you mad. Knowing that they often donate 10% or more of their money to schools, hospitals, universities and other charitable causes may make you feel better.

The once 'incredible' microwave is now common. Sending messages 'instantly' by internet instead of taking weeks by horse is now reality. One day soon, making massive amounts of money and paying zero tax, could seem mundane to you as well. When you're ready to expand your knowledge, just put your hand up and ask: "What else is possible?"



Jeremy Britton is a business coach who has owned a dozen businesses, including five financial planning firms. Author of several books on investing and lifestyle, he has learned many secrets about investments, business and tax and coaches others on how to have a great work/life balance.

Balancing his capitalist left-brain, Jeremy meditates daily to get into his right mind.

Find him on Facebook or <http://www.24HourWealthCoach.com>

What if your best receptionist is your client?

Here's how to free up your time and your PA, so you can both concentrate on more important tasks.

When I first started my business, it was just me, wearing many hats and perennially running from one task to the next. Responsible for calling clients, booking clients, consulting with clients, emailing, follow-up phone calls, admin, reviews, sending client mail, meeting with product providers, sending invoices etc....

If you've started a business, you know the drill: basically you're busier than a one-legged man in a butt-kicking competition; desperately trying to win enough points (cash) so you can hire someone else to do a few administrative tasks for you.

When I started my last business, outsourcing was unheard of by anyone smaller than an international bank and VOIPs were used only by national telco's to route your call to India. Technology was in its infancy and I was either desk-bound or helpless: setting up a program to forward office email to my new mobile smartphone cost my company almost \$600/month.

Since then, technology has become far smarter, cheaper and faster. What **MSExchange** did for \$600 per month, Google now does for free. I can access my calendar, email, notes, contact lists and more from my smart phone and data is synced with the cloud and my PC every 15 minutes.

Even if I dropped my phone or PC into a pool and ruined it, I would still be able to access my data from another PC or another phone and not lose a valuable client or a day's work.

In addition to being able to access my calendar on the go, my business partners and even my clients can now access my calendar. I use a calendar masking system, so clients cannot see who I am seeing or where I am going: with privacy masking, the clients only get to see times as either "Free" or "Busy".

This saves a whole lot of time on the phone. Clients do not have to waste 15 minutes of my time or my PA's time, asking, *"Are you free on Tuesday? No? How about Thursday? OK, 10am? Not afternoon, as I have a thing ... how about Friday lunch time?"* If you have similar conversations six or more times a day, (or your secretary does) it can become annoying!

When your business starts to attract overseas partners, suppliers or international clients, there is also the dreaded *"10am my time Tuesday, OK, that's 9pm Monday your time; I think ... unless it's Summer Time on the east coast, in which case it'll be 8pm your time; maybe, just let me check ... oh hang on, that's a public holiday in Germany and then we switch back to daylight savings time after the weekend, so ... how's Friday? ... What a waste of time!"*



How much better would the client appointment-booking process be if there was no 15 min. phone call? What if the client just clicked a button on your website, saying what time they were available, in their own time-zone?

Dale Beaumont, business coach, international traveller and one of Australia's most prolific authors, told me about the calendar masking software a few years ago and since then, a few more have come onto the market. As with all technology, incremental improvements happen all the time.

Which is the best calendar management tool? Great question - it will depend on your business, your clients and your needs.

I found TimeTrade (www.TimeTrade.com) to be handy in the early days, when I was dealing with less than 100 mostly local clients and only booking a week or two ahead. The free edition allows only five appointments a month, with minimal customisable features, but is good if you are just starting out in business or just starting out with the new system.

From what I see, Tungle.me closed down and the old interface was either purchased or copied by www.Calendly.com. They give a 14-day trial of their premium product, or a free version (one appointment a month? Puh-lease!)

To access unlimited appointment scheduling and remove branding is just \$10 per month. Considering it could easily save you 1-2 hours a day in phone time or email-tag ("how about Monday 9am?"), it is well worth it. Use your freed-up PA time or self-time wisely, perhaps to further production or sales.

This is literally time that can pay for itself, several times over. Small business struggles to find money. Larger business struggles to find time. Aim to be bigger and plan ahead now, to focus on TIME as your most valuable asset.

Arguably the Rolls-Royce option is vCita designed to replace your calendar scheduling, client booking AND your billing system, this is the tool with more bells and whistles than you thought you'd ever need. It's more of a scaled down CRM system and highly integrated: clients can book a time online, pay their invoices and you can share documents, keep notes on sessions and more. The basic account is free and offers just the bookings. The complete package of vCita ranges from \$12 - \$36 per month.

At present I prefer **MeetMe** (also known as ScheduleOnce) and find it a great option for optimum calendar features at an affordable price. I can have unlimited scheduling, use of my own logo and it's free from ads.

The benefits of the MeetMe system are that it:

- Sends reminders to the clients of their booking 7 days in advance, 3 days in advance and a 24 hour reminder or a reschedule email if necessary.
- An SMS or text to the client's phone and an automatic follow-up Thank You email.

It handles time zones perfectly for my international clients and is very user-friendly.

Note: It doesn't do online invoices for international clients, (I use [PayPal for this](#)), but at \$9 per month it's a great alternative to the feature-heavy and more expensive vCita.

I would advise jumping into a free trial with TimeTrade or MeetMe and test it out with a few friends or family for a couple of weeks. If you can use it consistently for a month, you'll get used to it and probably never go back to the old "telephone-tag" way of doing business.



Enjoy your free time, use it productively and allow technology to simplify your life: after all, isn't that why we have these tools and resources?



Jeremy Britton is a business coach who has owned a dozen businesses, including five financial planning firms. Author of several books on investing and lifestyle, he has learned many secrets about investments, business and tax and coaches others on how to have a great work/life balance.

Balancing his capitalist left-brain, Jeremy meditates daily to get into his right mind.

Find him on Facebook or <http://www.24HourWealthCoach.com>

Are you a person who makes New Year's resolutions?

- "I'm gonna give up smoking"
- "I'm going on a cruise"
- "I'm gonna be nice to my partner"

How often do you follow through?

Making goals, planning and looking into the future can deceptively lead us to forget what to do right now. In fact, now is the most important moment in our lives.

What can we do today to be a better person / more productive / healthier / more satisfied with life? **Smile**. It's that simple. Smile, be happy and enjoy our lives. When we are happy with what we have now, we will find that entire goal setting, striving and heartache will melt away.

We can follow the path and see where it takes us. We should not be afraid of leaving our comfort zone. Strive for less, not more, because striving is an endless game. Working towards a goal simply leads to a new goal. We should let go of goal setting based on future outcomes and do it today instead.

Leading a fulfilled life is that simple. Letting go of goals is how to achieve that. We are all fulfilled right now but sometimes we don't know it.

Fear, greed, anger, jealousy, revenge, these are the types of emotions that prevent us achieving our goals. Let go and the goals will come naturally and without effort. We may not be there yet, but we can try ...

Of course there are some tools we can use to help us along the way. One of them is Feng Shui. Every year the influences of Feng Shui affect our lives. This is based on the natural cycles of heaven (time) and earth (space).

Feng Shui teaches us that the space we occupy, our home or workplace, is influenced by the cycles of time. This is not such a stretch of the imagination if we consider that our house has a strong influence upon us. How is that? When we choose a place in which to live, it is because we have some attraction to that place, we are drawn to it. We make a conscious decision to stay and live in that place: it becomes a part of us.

Sir Winston Churchill once said, "We choose our buildings, then our buildings influence us."

When we live in a place, certain things will happen in our lives. So our life is influenced by the space we live in and by the time in which we live there. Feng Shui can tell us more about the kind of things that can happen when living in a certain place at a certain time. "Space and time equals causation." *Yogi Shanti Gowans*

		south		
	1	6	8	
east	9	2	4	west
	5	7	3	
		north		

Let's see what causes the most Feng Shui problems in 2016:

Annual Star 2

This year the annual sickness star 2 moves to the centre of the chart and so the centre of every building. Some practitioners would say that every house has a higher risk of sickness. Others would say there is less influence from the sickness star this year. I say that it depends on the existing Feng Shui of your building as to whether or not this star will bring health problems to you this year.

As a precaution you can place a large wuluo in the centre of the house. This is a special type of gourd, shaped like a figure-8 that is particularly useful to protect health. I know this because I have used them myself and for my clients. They are very effective and should be placed, with a hole in the top to absorb negative energy, or qi (*pron. chee*).



Annual Star 5

This is the most unpredictable of the Nine Stars and can bring ups and downs in life. In 2016 is located in the northeast. To assist in pacifying this qi, place yellow colour in the NE of any building and remove any red colours.

If this is the location of your bedroom and you have a choice, move to another bedroom until February 2017. If there's no choice, hang golden and yellow fabrics above your bed head and again, avoid red, pink, purple or triangular shapes on, or near your bed.

Avoid digging outside or renovating your home in the NE this year. If your neighbour is digging or renovating it is still a problem for you.

Tai Sui

The Year of the Monkey is coming up and the location of the monkey is the southwest. This is called the Tai Sui and it is important not to renovate, dig or disturb the qi in this location for the entire year of 2016.

How does Feng Shui tie in with what I was discussing in the beginning of this article? It seems that at first I said not to have goals and then I said to avoid future bad luck - it seems like a dichotomy and yet, there is wisdom in doing both. It is so because according to Chinese metaphysics there are three types of luck:

- Heaven Luck, which is about timeliness.
- Earth Luck is about the space which we occupy.
- People Luck is about our own motivations and attitudes in life.

Each of these types of luck are mutually exclusive, yet in order to lead a lucky life, we can take the lead and follow this ancient advice:

- Know that nothing ever stays the same, everything changes. Knowing this brings us peace, because we can relent to the cycles of time and prepare for change, or simply accept change when it comes.
- Know that the space in which we live has an influence upon us and in knowing that, we can take advantage of our environment to live harmoniously.
- Know that everything we think, say and do shapes our lives and be mindful of our thoughts and actions.

Have a wonderful 2016!

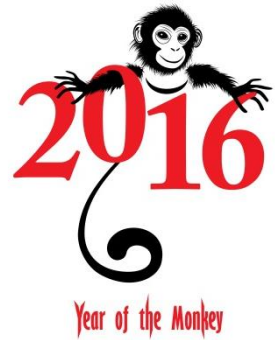


Acknowledged as a Feng Shui Master, Jodi Brunner has over 20 years' experience in the field and has assisted an extensive list of clients with the design, construction, organisation and styling of their homes, businesses and offices. Her expert ability to apply ancient knowledge to create modern day solutions is a sought after skill and Master Jodi has worked for clients both nationally and overseas.

Over the years Jodi has been involved in every aspect of the Feng Shui industry as a consultant, author, speaker, teacher, retail Feng Shui shop owner and Feng Shui tour operator locally and internationally.

Recognised as a leader in her field, Master Jodi was President of the Association of Feng Shui Consultants 2010-2014, founder of the FENG SHUI network and co-founder of the Global Feng Shui Alliance.

Please go to my website and you will find more information about Feng Shui's Annual Influences for 2016. www.fengshuimaster.com.au



Whilst the World continues to face some very challenging economic conditions, you need to remember that you are still alive in a very exciting time, a time of unprecedented change. Changes are occurring at a phenomenal speed and contain many fantastic opportunities. But how will change affect your business? Where will your business be in the next ten years?

Things that were unknown years ago are now part of our everyday lives. There is more computing power today in a musical birthday card than existed on the entire earth before the 1950s. Emails have replaced Faxes, which replaced telexes and that mobile phone that constantly alerts you with annoying melodies has more computer power than Apollo 11 spacecraft that NASA sent to the moon in 1969.

What do these significant changes mean for you in business? They mean you have opportunities available to you that have never been available before. This leap in technology means that with computers, mobile phones and the Internet you can now trade globally from your own living room. But in order to accept such changes you must go with them, you must master them. You can't stay still, you can't keep doing the same things year after year, you must keep changing to keep ahead. Unfortunately, even with all these opportunities, 50% of small businesses still do not have an online presence!



There is a well-used saying "If you're not riding the wave of change ... you'll find yourself beneath it". How true that is to business. Yet we all have a problem with change.

As humans we become creatures of habit and resist change. Unthinking habitual behaviour is innovation's worst enemy. Often we get into ruts before we realise it and tend to do the same thing in the same way over and over again.

The unfortunate effect on your business is that your approach to problems, people and even opportunities become predictable. The excitement you experienced when your business was new has probably given way to repetitive

processes and you start to lose your passion.

So what is the solution? How can you ride the wave of change? You must come out of your comfort zones using innovation and creativity to surf those waves of change. Many successful business people have effectively turned to professional coaches to dramatically increase their incomes and make major positive changes in their lives.

How can you effectively control your debtors, what new products, services or markets could your business consider? Three quarters of the products that were around five years ago are no longer available today and five years from now most of the products and services will have changed significantly. Is there a better way to do what you do? What else could you, would you like to do? What is stopping you from doing it?

Just think of the opportunities this opens up to you if you are willing to look for them and take the risk. Instead of viewing your challenges as major difficulties, look for the opportunities and make your business exciting again.

Change is the only constant in the business world. It is up to you to make change your friend and seize the opportunities. Break a comfort zone every day and learn a new experience. Are you prepared to ride the exciting wave of change to greater business success?

Julian Campbell is a Business Wizard[®], corporate speaker, bestselling author, executive coach and veteran radio show host based in Newcastle, Australia.

He has been a catalyst in transforming the lives and businesses of thousands of people through his vision, focus, bottom line realism and caring attitude.



Call him at **+61 414 736 484** or visit **www.catalystforgrowth.com.au** to find out more about the Emperor Penguin next to Julian.



"Treat people as if they were what they ought to be and you help them to become what they are capable of being" ... Goethe

It is important to understand that you can't motivate anybody except yourself. Motivation comes from within a person, so all you can do is provide the right environment and encouragement for them to motivate themselves. You know, so many business owners and managers are always complaining "why won't my team do what I ask them to do?" The only person you can change is yourself. Self-management comes before managing others or managing an organisation. Understanding the impact of your behaviour is crucial to your leadership.

Being a leader involves being able to adjust your style to the personality style, skill level and dedication of others in any given situation. You must be able to read the people and task mix and that requires skill, flexibility and intuition on your part. There are many personality programs available, Myers-Briggs and DISC to name a couple but I prefer the one developed by Dr Tony Alessandra because it is so simple to understand and use.

In his program, Dr Alessandra talks about four styles, Director, Thinker, Relater and Socialiser; each style having their positive and negative attributes. For example, the Thinker type personality is a highly organised and dependable worker who focuses on data collection, facts and details. Unfortunately they get so focused on these areas that, whilst they are very accurate, they work very slowly because they want to do everything to perfection and rarely finish things. Because they are so cautious, they are very slow to reach decisions and procrastinate.

This annoys Director and Socialiser type personalities who do everything in a hurry and so these types of leaders want to change their Thinker team members to be quicker and pay less attention to detail. In turn this puts the Thinker under stress and they react by becoming unimaginative, withdrawn, resentful and unable to meet deadlines.



On the other hand, the Director-type personalities are workaholics who like control and being bottom line goal oriented they make things happen. However, they have a low tolerance for feelings, attitudes and advice from others; they don't listen and always want to do it their way. Under stress, they need to dictate and be in control so they become impatient, critical, blunt, irritable and even aggressive.

I have chosen to focus on these two styles because they create the most friction in a working environment, but Socialisers and Relaters have their positive and negative points as well. Unless a person wants to work on changing the negative aspects of their personality, you can't change them and these negative traits will be pronounced under pressure. This means that as a leader you must learn about the styles so that you can get the best out of each of your team members. Which team members like the pats on the back? Which team members like the financial rewards? Which team members enjoy team bonding?

When you learn how to respond to the individual you will develop an amazing team.

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Business blogging remains to be one of the most effective forms of keeping your loyal clients updated about the latest items and services that you have to offer, however your blog should really focus on good advice and interesting information, not all about your services or products.

It can be really daunting thinking of writing posts for your blog on a regular basis. I know this myself as I run a number of blogs. I can tell you this though, my high ranking *Sydney Lifestyle Blog* is successful because I am consistent with my posting and sharing on social media.

The thing with blogging for business is to set regular time to write posts and if you can't do it yourself think about hiring a ghost blogger to run the blog for you.

Business blogging is ideal for marketing and keeping in touch with your prospects and clients. After all, brand awareness is the key to making it out there despite all the online competition and regular blogging can certainly help establish you as the authority in your industry.

Here are some ideas you might want to consider for writing posts:

- Company news never fails to get the attention of partners, vendors and potential investors. Write your news with a personal touch. You may include the launching of a new product, strategic partnerships and even cause-driven projects.
- Marketing blog posts can include special promos, holiday treats and rewards programs. All of these can make a really good blog post. Although a little bit self-promotional, more than 80% of the blog post is focused on what clients can get out of reading your blog.
- Industry News – write about what's happening in your industry
- Feature your staff
- Interview your clients
- Interview high profile people in your industry
- Share awards and recognition the business has received
- Give tips on "how to" that showcases your industry expertise
- Consider doing Vlogging – using video to get your message out there



Self-promotional blogs are a big no-no! Nobody wants to read from business writing only about the services and products that it offers. Your readers will only get annoyed and stop coming back if you do that.

Here are a few tips that might help you achieve your blogging goals.

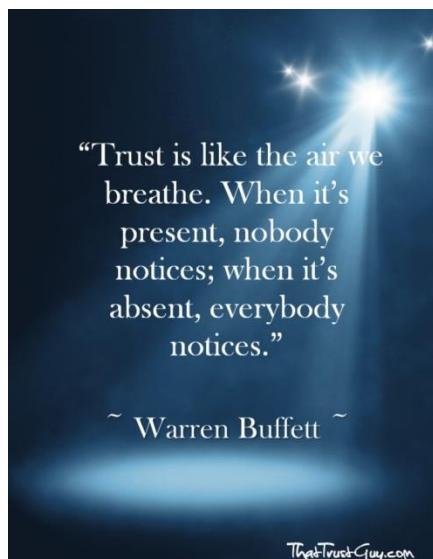
- Treat every blog post like a product.
- The quality of the posts that you write should appeal to clients and potential clients. If you feel like the quality of your posts are declining, stop and rethink about what to write or how to write it. You know how you want your product or services to be packaged; do exactly that.
- Write about unconventional topics.
- Push the boundaries. Write about topics that you don't usually write about or feature in your business blog. This will help you widen your market and reach out to potential clients who seek the unconventional.
- Use other forms of media to get the attention of online readers. Create interesting videos and produce high quality images and share them online.



Deb Carr has been writing online for over a decade.

Deb is a ghost blogger, social media marketer, veteran Radio Host, based in Sydney, Australia and editor of Sydney Lifestyle Blog www.sydneychic.com.au.





Warren Buffett uttered this famous quote after the 1991 Salomon Brothers US Treasury bond scandal, in which the company was fined \$290 million for attempting to corner the market by buying bonds in fictitious names. Buffett moved in as chairman and immediately appointed the most respected and trustworthy people he could find in order to restore Salomon's reputation. He said that the firm had to '**earn back its integrity, 98 percent by behaviour and only 2 percent by words**'.

Trust has such wide implications - research shows that despite all the discounting and generic retailing, 80% of consumers will still only buy brands they know and trust.

It is people, not businesses that create and maintain trust ... or conversely lose it. It wasn't Volkswagen AG that deceived the authorities in the global emissions-rigging scandal, but individuals within Volkswagen who both independently and collectively decided to behave in that manner.

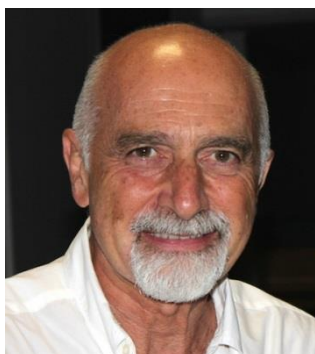
Trust is a business driver we should all be monitoring – think about running a Trust Audit in these three critical areas:

1. **Leadership Trust** – whether CEO of a large company or solo entrepreneur, business leaders must establish and maintain the vision and values they believe in. And because leaders are always being observed, *consistent behaviour* is of prime importance.
2. **Employee Trust** – the operational culture must be one where employees are shown by example how to conduct themselves, trust that the leadership will reward them on the basis of maintaining those values and support other staff members to maintain those values. Employee Trust is solidified when staff who do not meet the required standards are "retrained" to do so.
3. **Client Trust** – the level of trust from the marketplace is proportional to the degree the business delivers on its promises. Clients ultimately want predictability ... they want to know that quality, suitability, delivery, after-care is consistent with the "sales pitch". This consistency of experience allows them to trust themselves (their judgment) when they repeat buy or recommend the product or service to others – which is the ultimate goal of any business in order to create exponential growth.

The impact of the trust level and interaction between leadership and employee on the performance of the business cannot be overemphasised. In the words of Richard Branson, "**Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients!**"

To create a remarkable business become conscious of the trust levels in all areas of your operation, make adjustments where needed and reward behaviours that lift both the employee and customer experience.

Make 2016 the year you put Trust in the "Spotlight"!



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

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

To learn more, visit www.ThatTrustGuy.com

The good news is that you don't have to give up on getting these clients to say "Yes". To motivate you to keep going, here are a few strategies you can try that I, as a business entrepreneur, have found successful:



1. First of all ask yourself a few questions like; "How will I change my approach to create more interest for the prospect to go ahead now?", "What information can I give the prospect that would cause them to say that they were better off taking my call than they were before taking it?", "What does my prospect want to get and what do they want to avoid?"
2. When the prospect does not want to do anything yet, ask them a few questions like "What is the real reason you are not going ahead now?", "Are you saying that because you do not think you are going to get a return on your investment?", What decision making criteria did you use to make this important decision?"
3. Become a problem solver. Come up with some thoughts such as; "Let's work out how much it is costing you to do nothing about your situation" or "How much time are you spending on _____ and "How much is that costing you right now?" Then ask, "How long do you want to go on wasting that (time or money)?"
4. Sometimes people ask you to supply references to stall their decision to go ahead. Before doing so, make sure you get a solid commitment from them that they will go ahead when they are satisfied with the references they get.
5. I recently had a prospect express an interest in doing some in-house training but he only had three people. I said it was better to have an in-house with six to ten people, that way it would be more economical and more interactive. I suggested he get some colleagues in his industry to join forces with him. He liked that idea and said he would give me a call. Afterwards, I realised how stupid I was. Did I really expect he would ever get round to doing that? After four weeks of hearing nothing, I rang him back. Needless to say, he had done nothing so I offered to find the other people for him. We fixed a date and a time and I got my sale. Think about what extra mile you could go to help your client to do business with you.
6. If you keep getting put off every time you call, simply ask them "Why aren't we doing business with each other yet?" You may be surprised at some of the reasons.

Get 200 more techniques in my book **"Don't Get Hung Up!"** at <http://telesalestraining.com.au/shop/>

Give her a call at **+612 9427 3479** or email: jenny@telesalestraining.com.au or visit <http://www.telesalestraining.com.au> for more information on her training programmes.



A group of leaders from different organisations were having a discussion about the difficulties they face each day with the barrage of paper work and the administration of the work to be done. The point one of them made was how could he be an effective leader, coach, develop his people **and** satisfy his company with the needs of more and more documentation? Another leader agreed and said "Time is precious, we just cannot spend the time with our people any more". There was a lot of nodding of heads in agreement.

Here's the dilemma. We need people to help us, but we don't have enough time to help them. Which comes first, the chicken or the egg?

A manager who faced just this situation suddenly had an insight that he was so busy he was unable to focus on what was really important. Motivated by this simple insight he started to look at his job differently. He said:

"When people came to my office I no longer thought of them as an interruption, but as someone who needed my assistance. After a few weeks I arrived at work and looked around my office. I had cleared my in-tray, the piles of papers on my desk had disappeared and my reports were up to date.

I found that I had time to talk to people and more importantly I was listening to them rather than worrying about the endless supply of work. As I spent more time with my people I found that they appeared to be happier at work and that there was no longer any tension in our relationships."

By changing his priorities he was able to coach his people. He dealt with issues that only seemed like molehills at the time however by doing this he avoided them becoming erupting volcanoes. The shift in his thinking was that if he was always dealing with the so-called "urgent" issues he could never develop his people to take some of the pressure off him. By looking at the bigger picture he found another way.

I interpreted "Time is precious" differently. I often see people spending so much time rushing around 'doing' that they have forgotten what it is like to just 'be'. As I was coaching a senior manager the other day he had realised this for himself. Here he was taking time out from work, having burned-out and wondering if he was in the right job.

As he picked up his young daughter from kindy one day he suddenly saw that he always thought he should be taking her to do lots of things – rushing around and entertaining her. He wanted to make the most of this opportunity to spend extra time with her while he was on stress leave.

On this occasion it occurred to him to ask her what she would like to do, her reply was, "Daddy, please can we just go to the beach and be together". He noticed the emphasis was on the 'be'.

Our children are wise. We need to re-capture our wisdom and common sense, we were all born with and it is innate.



An award winning speaker who *'equips people for life'*! She is a former President of NSANZ Auckland Chapter, a facilitator of change, leadership coach and writer who assists individuals and organisations to become more insightful, productive and achieve Effortless Leadership™.

She can be contacted at gilly@gillychater.com or +649 425 4540 or www.gillychater.com



Everybody casts a shadow whether they are a leader in an organisation, a parent, a teacher, a friend, or a leader in the community. The shadow we cast is a reflection of the way we think about anything and everything.



One morning I had an early meeting in the city which meant a slow crawl. I was relaxed as the traffic was out of my control, however I noticed some pretty uptight drivers – one in particular who was casting a pretty dark shadow. It was interesting that his vehicle was covered with his company branding and it made me wonder if his employer knew how the business was being represented!

My client was late. He had forgotten the meeting. I could suddenly relate to the manic driver on the motorway. Even though I was frustrated I realised that taking this out on my client was not an option.

There are a few things that are certain about life. Most importantly humans are born with the ability to think from the moment they are born until the day they die. After all, it is our ability to feel emotions and to change our mind that sets us apart from the animal world.

Our experiences are continually being created because we are continually thinking. We don't always recognise that the only thing that determines how we feel about anything is the way we think about it – in that moment. Being aware of our 'feeling' state provides us with feedback on our moment-to-moment state of mind. When the client was late I was upset momentarily, however, I decided to leave the incident behind. Using this situation these were my thoughts, feelings, actions and behaviours:

- **Acceptance** of what has or hasn't happened:
Since I can't change what happened I began to think of how I could handle future meetings with my client.
- **Forgiveness** of myself and others:
I forgave myself for anything I had contributed to my client (the situation) forgetting the meeting. I could have confirmed it with him and sent him an invitation from my calendar, rather than relying on him to do that himself. And lastly, I forgave him for his error, understanding that he was overloaded with commitments and that is why he was asking for my help.
- **Gratitude** for my life experiences – whether good or not so good:
I was grateful for what I understand that everyone is doing the best they can - based on their state of mind in any given moment - and that they do have the ability of change.

Whether the experience is of little consequence or deeply personal, these keys of acceptance, forgiveness and gratitude can make a profound change in the way we experience life. The deeper we understand about the power of thought and that it is all about **THAT** you think, rather than **WHAT** you think - life changes.

We are human and in our attempts to avoid taking responsibility for the shadows we cast, the overwhelming temptation is to blame others and circumstances. However, the only shadow we can change is our own.

Change is only a thought away!



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change, leadership coach and writer who assists individuals and organisations to become more insightful, productive and achieve Effortless Leadership™.

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*If you work hard
From the core of your heart
Believe me, you are bound to get the reward.*

*For success will come to the one
Who works with zest
One who takes no break
And has no rest
Then believe me, one day you will be the best*

*For victory will not kiss the one
Who craves for it
But to the one who works and prays for it
Not to the one who delays the thing
But to the one who breaks all the shackles and the strings.*

*Not to one who has amorphous dreams
But to the one who enjoys
Flowing in a painful stream
Not to the one who shouts and screams
But to the one who has a knack for it
And to the one who is truly keen.*

*For triumphant will not be the man
Who is displaced by thunder and storm
But believe me, to the one who fights on
Even when he is left forlorn
To the one who has the ability to maintain and sustain
The relentless strive and the excruciating pain*

*For prosperity will not come to the one
Who thinks his efforts are in vain
But to the one who thinks
That it will only come
After the tears, toil, stress, and strain*

*Not to the one who is affected by any afflictions or disaster
But believe me to the one
Who moves faster and faster.*

*For success will come not to the one
Who fancies reveries
And sleeps to lullabies
But to the one who flies, flies and higher he flies,*

*For stiff should be his vows
And relentless should be his strive
Believe me, success will come to the one
Who has eagerness and earnestness in his eyes.*

*Yes my dear friends to the one
Who falls down
Gets up
And again he tries*



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BRIAN CLONEY How to keep your Business, Family & Money

People who are successful entrepreneurs and business owners often become trapped in their business. They don't get the opportunity to enjoy the fruits of their labour because they fail to invest the time to ensure the business is able to run smoothly even when they are not present to watch things.

Owners need to be in control of their destiny or they can find that their happiness and that of family or staff can descend into a daily grind. This can be bad but when it splits up companies and families through conflict, it can end in tragedy.

It is a statistical truth that most companies wait too long and fail in exit and succession planning especially where family owned businesses are involved. Experience gained first hand from working with hundreds of companies since mid-1980s tells me it is "*People Issues*" that business owners and managers find the hardest to deal with. Most evident when I am dealing with this is with family owned businesses.

Bedroom Politics / Under Performers: The potential for bedroom politics between owners and any complication from those with an undermining agenda can keep the tempers of owners at boiling point.

This extends to any ambitious younger generation who wants to get greater control or have a say in what happens on a daily basis. Add in the family members partners into this mix and the roof can be blown off the family company which in fact helps to create all of the initial wealth.

The first step is to ensure all who are involved understand the difference between Family and Business issues. The next step is for owners to run their business as if it was ready for sale (*even if it's NOT their current plan*) so everyone understands that being a family member does not carry entitlements.

A review of the organisational structure will help ensure that the right type of management structure and systems are formalised and agreed upon. This helps curtail the arguments that might take place without these structures.

Policies and procedures apply equally **to all including family members**. They too shall be treated the same as all staff when they are in the workplace. They must clearly understand their role and responsibilities or risk not being happy or accepted by their peers. It has to be a real role with a job description and annual reviews

Some key questions for business owners to consider

What plans do you have to enjoy life in the next 5 years? (If none, why own a business?) Are you trapped in your business? Do you only go in daily because you have to? Do you have an exit strategy or Succession Plan across the business? What would happen if something happened to you and you could not attend work again?

The solution to these problems rarely comes from inside the Family business and independent advice is the best solution. Most business owners know about their industry but sometimes not enough about managing people and the business. The need to remove emotion from the decision making process is pivotal to the right outcome and family pressures can make that hard to achieve.

Talk to your Family members, business colleagues, industry advisors and ask yourself ... ***am I and my Family Company at risk or have we planned well to ensure we won't fail?*** ... You deserve to be happy and secure!

Brian Cloney CSP (semi-retired) is based in Sydney, Australia. For more than 35 years, Brian has helped companies and their people to work better, smarter and more profitably through his mentoring, training and consulting business with a strong belief that PEOPLE, SYSTEMS & COMMUNICATION are the cornerstones.

Brian helps businesses, families and employees through the processes of performance improvement, professionalising management and generational change without the issues that are often a huge concern.

Contact: b.cloney@bigpond.com or by calling +61 418 900 052 or +612 9543 4319



The goal of science today is to discover the deep patterns in nature. The deepest vibrational patterns you imagine will resolve the broadest spectrum of phenomena.

Beyond our exponential growth of information and knowledge, society is now seeking insights and wisdom. Science will ultimately discover what ancient wisdom has always known. The prophets of science can see that all things come down to vibrations being at the smallest particle of existence. Discoveries venturing beyond three dimensions are opening humanity to the faculty of intuition to lead beyond three-dimensional basic psychology derived from emotional, physical and mental ways of behavioural thinking.

When you discover your 'unique vibrational patterns' and link them to your InQ, amazing results can occur. You will naturally have one or more of the nine human essences to develop your personal full potential of your particular mode of Intuitive Quotient. True evidence of your InQ will be how you come to first know self and create self and how to understand others by knowing what they need and want before they can say or show it.

There are many levels of intuition that may involve more than just an inkling or 'gut' feeling. Your intuitive mode or gateway will first open for you to develop relative to the vibrational patterns to which you intuitively align.

Which on the following list of intuitive modes do you identify with when it comes to intuitively knowing 'you know'?

- Human Essence One:** An Inspirational Idea in the moment (Creative mindfulness)
- Human Essence Two:** Solar plexus reaction ('Gut' feeling) ... often combined with hearing a frequency
- Human Essence Three:** Sense, see and know usually through touch (Psychometry)
- Human Essence Four:** Seeing the outcome and work backwards from the vision (Inventive visualization)
- Human Essence Five:** Imagine you hear knowledge you just know you can trust (Clairaudience)
- Human Essence Six:** Evaluating a feeling, i.e., think with pure feeling first (Emotional sensing)
- Human Essence Seven:** Sense of divining (collective consciousness and unconsciousness)
- Human Essence Eight:** Visualised deja vu (Extra Sensory Perception, ESP)
- Human Essence Nine:** Psychic ability to see (Clairvoyance)

When you have found the gateways that link your innate mode, the gifts you are born with can be readily recognised. Other forms of intuition may be studied to develop and add to your stronger modes that already naturally align to your particular vibrational patterns. Most people identify with one, two or three modes of intuition that naturally exist in you to develop.

Your natural Intuitive Quotient is the inner part of you that operates when developed beyond the realms of basic psychology, as we know it. This is where most modern cultural languages narrow after the three-dimensional psychological world is articulated or written. This means there seems to be little or no language to readily describe your Intuitive Quotient.

An easy word description is more difficult to find to directly understand concepts of the effective reality of our unseen multi-dimensional world and therefore for some, more difficult to develop trust in using their intuition.

The best way to find your mode of intuitive gift that is naturally aligned to your unique vibrational patterns is to discover a method to find it for yourself. Your experience of intuition can be specifically different to another's and often quite different to just 'gut' feeling, yet for another the outcome can be seen as the same.

My definition of intuition: Intuition is a knowing you know, beyond any instinctive mindful evidence of knowing that you know.

When you are in touch with the source of your intuition through linking **The Nine Human Essences**, you can face choices and changes with certainty to make your best decisions for business and personal success.

Dean Collier PM, Dean of Numbers, Clear Vision Futurist is based in Sydney, Australia. He conducts seminars and private consulting with his clients worldwide.

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

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Successful progress of humanity and its future depends on imagination and the collective use of Intuitive Quotient to guide society forward. The most important ingredients of self-actualisation are to first know self, to be able to fully create self and to understand others better. Today many people spend as much or even more time with working colleagues as with close relationships and family.

The language of Intuitive Quotient is usually outside the scope of basic psychology, yet when developed it opens to acceptance of differences and a co-operation of diversity in all its forms. Above all, it's insightful for having engaged staff, respecting individuals often hidden needs, values and motives to encourage their personal and business success.

How is Intuitive Quotient best used to employ staff?

The collective Intuitive Quotient of an organization ensures full engagement of the greatest asset of any business - its people. People are different therefore their needs are different. From the very start of employment each individual needs to be accepted for who and what they are. Primarily having the right person, with the right vibe, for the right job is paramount. Intuitive Quotient is a method to recognise more than what a person is like, for it also recognises their individual need because of what they are like.

How long does it take to decide the successful applicant at a job interview?

The researched answer is 7-14 seconds! This is now especially heightened by the dawning 'age of transparency' where social media has opened all to an additional form of CV and Bio Profile. A professional interviewer will already have their homework and their own Intuitive Quotient will be a key-deciding factor as soon as they meet.

Beyond the Psychometric Test, what is next?

Young people today will not want to sit for a three-hour Psych Test. A prudent employee if faced with this at an interview could ask, *"More than one book is available to know how to best answer the questions to get the job, so can we get to the point of being more real about this? My interest in applying for this job is to discover how my uniqueness of being can support this business and in what way am I able to fit towards being fully engaged with your existing staff. I want to co-work with your group like a family and get to know the real needs of each other".*

Co-working team members are more engaged when individually recognised and supported for their different needs.

People employed in any business are usually graded and proficient in particular skills aligned to the mission and vision of the business. Where outsourcing of skills are required, or the interlocking of different departments, each individual will have innate attributes, abilities, talents, qualities and needs to fully support their role. The concept of cross training to integrate all parts of the Nine Human Essences, supports the strengths of those whose skillset makes their job effective. This also expands the co-working consciousness of a working team supporting each other's needs.

The co-working aspects of The Nine Human Essences needed in any organisation:

Integrator (planners)	Catalyst (team builders)	Overseer (accountants)
Constructor (practical builders)	Organizer (communications)	Caregiver (frontline Service)
Visionary (marketing)	Leader (management)	Educator (training)

Are you wondering how to get the best out of your employees, colleagues and yourself? Imagine if you can do that with something as simple as recognising a person's intuitive quotient by measuring their unique vibrational patterns that reveal the secrets to their hidden needs. To succeed in business the **Nine Human Essences** will help you to understand people's needs on a deeper level.

Every business needs all nine human essences working together to become successful.

Dean Collier PM, Dean of Numbers, Clear Vision Futurist is based in Sydney, Australia. He conducts seminars and private consulting with his clients worldwide.

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

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What do you say when a loved one dies?

When you lose someone close to you and are asked to deliver a eulogy, how do you prepare and what do you say?

My mother died in January of 2015. She lost her husband when my Dad died of Alzheimer's almost 5 years prior and she wanted to follow him to heaven. However she had more to do with her active mind even while her body slowly became frail, a fall in the shower triggered a hastening towards her finally letting go.



Family members who wanted to speak centred beautifully on her character and strengths as it is usual for a funeral. Since my work as a certified professional speaker, I wanted to be assured that I could give my best delivery to joyfully celebrate her life without my deep emotions causing any concerns.

An inspiration occurred after gathering the plentiful cards that came from near and far. As an educator I love acronyms. Australians love them too. So J.O.Y.C.E became the structure for my eulogy. All the cards and letters we received from family and friends supported the JOYCE acronym.

The opening should always be to the audience. "Thank you to you, the many of you here, etc. Some personal aspects followed. Mum's name is Joyce, which means trustworthy and unselfish – and she certainly lived up to her name. She had a long and happy life and everyone has happy loving memories of her. The best thing that ever happened to Mum was meeting her Gerald, our lovely Dad. And Dad would say the same of Mum. They were like 'two peas in a pod', born one day apart and married happily for 60 years.

From then on, all the wonderful tributes, stories and ideas written in the cards received, were tied to the acronym and the eulogy just flowed ... see just some of the sampled notes below.

J – Joy: Friend Trevor Clarke, "She brought much joy to those around her", Cousin Janey, "a perfect Aunty" and friend Kate said it for us all, "Joyce was a much loved lady".

O – Original (One of a kind): Mum's special friend Margo called her "a perfect lady ... well almost ☺" Other friends said ...

Y – Young at heart: Young in voice, in nature, young friends and dear friends too many.

C – Caring: Moira Wilson, the daughter of another best friend Trudy, "She was a wonderful and vital person whose generosity and capacity to love were / are inspirational". Friend Garby, "A loving, gentle very elegant lady". Mum was always elegant.

E – Encourager: Friends Brian and Gillian Taylor called Mum "The most wonderful prayer warrior". In person or with prayers, cards, books, phone, letters – her writing was tiny and distinct so we always recognized Mum's mail and it was the first to be opened.

In summary when you think of Joyce, remember the name means trustworthy and unselfish and the acronym: Joy, an Original, Young at heart, Caring and Encouraging. Just like Mum. To finish, Cousin Sandra wrote, "Her light will shine in our hearts. I will always carry her in my heart". ... and I guess me and you too".

Yvonne Collier CSP is an International speaker, trainer, facilitator and coach based in Sydney. Director of **Maddison Training**, a successful people skills and assertive skills training company Yvonne has run since the early 1990's and is author of ***LAFFe to Success: A Practical Guide to Getting Along with Others***.

Yvonne is a former National Speakers State President and National Board member and a recipient of the Walter Dickman award for service to NSAA (PSA) and the community. With a background in education, advertising, sales, management, radio host / presenter and Master Practitioner of NLP, Yvonne works with people individually and with groups in medium and large organisations.

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YVONNE COLLIER How do you answer a question when you don't want to answer the question?

Have you ever been asked a question that you really didn't want to answer ... but you blurt out the answer and then feel annoyed with yourself? For example: "How old are you Yvonne?"

Do you **think** to yourself?

- How rude to ask (if over 40)
- Really, who cares – age is irrelevant
- I've had a full enjoyable life
- My age is immaterial to the way I feel
- Which age? Chronological age, physical age, intellectual age, how you feel today age?

Or do you **say** ...

- How old are you?
- Only the tax department knows my age ☺
- How old do you think I am?
- Why do you want to know?
- Is this important to you? ... Why would that be?



The key to answering without disclosing 'the' answer is to think fast enough and deflect the question. An NLP technique developed by Robert Dilts called 'Sleight of Mouth' or 'Criteria Utilisation Patterns' gives us formulas. **Ask a question to deflect and broaden the knowledge and motive behind the question ... which removes the need to lie.**

Twelve ways for effective deflecting ... to answer the question without answering *the* question ☺

1. **Redefine** (effect) – Are you interested in how I maintain my youth?
2. **Redefine** (evidence) – Do you mean physical, mentally, emotionally or spiritually?
3. **Intent** – Will you know me better by knowing my age? Or why are you interested?
4. **Model of the world** – Do you believe age is important? Or what does age mean to you?
5. **Chunk up** – Do you ask everyone this question?
6. **Chunk down** – We recreate ourselves every 7 years. For example every 30 days we produce new skin cells. So which part of me?
7. **Consequence** – What would knowing the answer get / give you?
8. **Meta Frame** – If you knew that what would be your answer?
9. **Change Time frame** – Do you have some days when you feel older / younger?
10. **Counter Example** – Has there ever been a time when age was irrelevant? Or have you ever known a 7 year old who was old and a 70 year old who was young?
11. **Another Outcome** – What are you really asking? What's the real issue here?
12. And one that's not a question **Use an Analogy** with humour – As old as my tongue and a bit older than my teeth ☺

Of course there are times when a direct and honest answer is needed depending on the motive and circumstance. Life is like a game and to play it well, like any skill, it is practice that makes it easy. So have some fun with this. Create more choice for yourself and disclose the information that you choose to share with others ☺

P.S. Keep this knowledge away from politicians – although many seem rather skilled at not answering journalist's specific questions!

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Raising children is certainly the hardest thing I've ever had to do, (and that includes becoming an Officer in The Australian Arm Reserves and hiking the Kokoda trail) and I'm only 5 years in! It's consistently challenging and every time I feel I'm learning and growing they seem to take another step forward and enter a whole new stage. Here are my three top tips to becoming a positive parent!

1. *There is only this moment*

The busier we become the more our attention is diluted. Give your children the gift of being fully present and be clear about when you're unavailable. A lovely way to bring this into your family is to have mindful moments. These are short little opportunities to completely engage in the present moment and be with our children. Start with two minutes and work up from there. Here are some ideas for your family:

- 1) Lay on the grass and watch the clouds float by, imagining the clouds as animals
- 2) Watch a snail, ant or butterfly journey around a garden
- 3) Make an artwork with only the things you've collected from nature

2. *Praise effort not outcome*

There is much research around now how to praise a child to help them develop a mindset. It's been found that when we praise the outcome, for example "That's a beautiful painting" we're actually reinforcing their need to get it right. This can lead to a fixed mindset in the child meaning they begin to view success as winning, coming first or getting something perfect and everything else as failure.

When we praise the effort that they have put into something we are rewarding their focus, their commitment, their dedication and drive to making it happen, in short, their virtues not the outcome. This in turn supports them to learn that putting effort into their endeavours is a positive thing and in itself is success. The learning becomes more important than the outcome and that leads to a growth mindset, which is associated with both higher self-esteem and more positive life outcomes.

3. *Become their role model*

Emotional intelligence (EQ) is a great predictor of adult success both in personal and professional endeavours. In fact IQ only equates to around 20% of an individual's success while the rest can be determined by EQ. Becoming a great role model is much more than 'doing the right thing', it's the ability to manage our internal world for the benefit of ourselves and others.

Emotional intelligence is made up of:

- **Self-awareness** – our ability to recognise our own thoughts and emotions
- **Self-management** – our ability to regulate our behaviour despite our thoughts and emotions.
- **Responsible decision making** – using our discernment and virtues to make positive choices in our and our family's lives
- **Social awareness** – recognising others emotional cues, without judgement and being in tune with our social environment
- **Relationship skills** – Nurturing and deepening relationships with love, kindness, compassion and respect

When children see your behaviour models the above they begin to use the same style of behaviour. The more you focus on developing your own emotional intelligence the more chance your child has for both happiness and success later in life.

Jodie Cooper
coach author speaker

is a positive psychology coach based near Shellharbour, Australia.

Since 2006 Jodie has built a successful business helping executives become more effective at work and happier at home. She achieves this by shifting mindsets with one on one coaching and a series of corporate motivational workshops.

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Are your values important to you? Do you know what they are?

Mind Body Soul Set

I have been working with values with my coaching clients for many years.

Recently, I have been seeing more profound transformative results when I bring into alignment the Mind Body Soul / Spirit connection. Your excellence in performance stems from many things, yet it is consciously connecting with what I call the **MBSset**.

Let's start on the inside at your soul / spirit level, which is your passionate driver of what is important to you. This level is where your values sit and live in the unconscious. These are like roots of a tree. They are fully active in our decision-making, choices, communication and much more. We are well aware they are connected to our mind, but what about your body?

Your Body Responds to Values

Your body responds in different ways to a variety of great emotional feelings and also to the negative, more stressful emotional feelings. Your body is speaking loudly... are you listening?

Often we only respond or listen to our bodies when situations become very stressful. What is often happening here is that our Values are being disrespected, compromised or attacked. The way they can speak out is through your body.

Case Study

A recent client complained of being very angry, disconnected and frustrated with her work, her boss, her living and most things were becoming challenged in her **MBSset**. We did a priority values analysis to see what was most important to her.

Once they were established, in the debrief she chose a body part that each value responded to, a colour that they represented and a symbol that reminded them of this value. We did an exercise for her to fully sense this in her body and instantly she began to feel better.

With all her ongoing challenges during the sessions we would bring back the values to enable and assist in her decision-making and new choices. What resulted at the end of the coaching was that instead of her feeling the values in different areas of her body, she said they had integrated them into her whole Body.

In fact, she created a **MBSset** that led to her transformation, increased self-confidence and happiness.

You can do the same!

Tips to reach a Healthy MBSset

1. Discover and Define your Priority Values. This can be done through online tools like www.valuesonline.net
2. Associate a story that relates to when each specific value appeared in your life. Be very specific and colourful.
3. Choose and sense a body part, colour the symbol that represents each value then write them on a piece of paper.
4. Stand up, put the paper of each value on the floor and reflect upon bringing each value into your body more fully.
5. Choose a situation in your life and begin to associate what values are 'kicking in' for this situation. Further explore what values might be better for this solution making.

You deserve the best and the best answers are within you.

Discover your values and connect them to your **MBSset** for a more confident and full life in 2016.



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

He works in the areas of Creativity and Performance from a values perspective and is author of inspirational book **Aha, Mother's Pearls**. He can be reached at www.kevincottam.com or at kevin@kevincottam.com

You like self-development stuff don't you? Of course you do, otherwise you wouldn't be reading these tips and techniques. Sometimes, we've read so much and heard so much that we think we've heard it all.

Maybe you have. Maybe you haven't. Or maybe you need to read exactly what you're reading now to awaken that inner "ah-ha" once again.

Here are my **four simple steps** to developing ourselves on a day-to-day basis:

1. Notice

The first step is to disconnect your prefrontal cortex. I know that sounds kind of weird but it's true. Your prefrontal cortex is where your decision-making is centred. It's also the place we make judgments about what is good and bad and right and wrong. It's the judgments I'm turning off when I disconnect my prefrontal cortex. The way I do this is by focusing on noticing rather than on "thinking". When I notice, I'm seeing, hearing and feeling stuff around me instead of trying to create meaning from it. The moment I decide on something's meaning, I'm thinking again. When I notice, there's no meaning yet. There's just information. And maybe there's more information I need, maybe there's less. I'm just noticing.

2. Relax

The second step is to relax. When my brain starts assigning meaning (it happens so fast) then I can feel my emotional temperature rise and the responses that I would have typically made come crashing through my nice "noticing". So, if I'm having issues with just noticing, I'm going to take a deep breath and relax. I'm going to do this several times until I feel my heart rate return to its normal resting frequency. Dr John Gottman's work with relationships shows us that a heart rate above 90 will affect our communication and our ability to make good decisions. So relaxing is key to allow me to continue to develop.

3. Question

Next question the stuff you just noticed. When I do this, I want to question what emotions had started coming up. I want to question what assumptions I started to make. I want to question the meaning I was about to give to this particular situation. And I want to ask myself a few simple things. One is, "What else could it mean?" and the other is "What else is possible?" These two questions help me to begin the next stage.

4. Reframe

Lastly, I want to choose another way of looking at the situation. Just like a frame sits around a picture to give it context, when I change the frame around my experience, I can change the context and its significance for me. Maybe I will choose a frame of compassion. Maybe I will choose a frame of curiosity. Maybe I will choose a frame of indifference. There are lots of frames to choose from. Choosing the one that fits your outcomes instead of your unconscious programming is the real art of self-development.

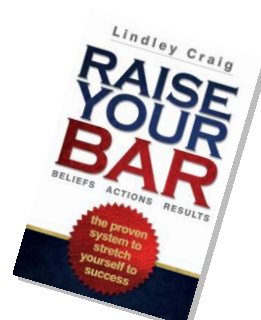
Doing these 4 simple steps on a daily basis will give you enormous clarity into your own habitual responses to life's little challenges. By using the steps consistently, you map a new way of interacting with your world. You will be more clear, more focused and with more inner power than ever before.



Lindley Craig's company, **All in the Mind**, provides individual and corporate training. Their motto is **Building a Better YOU!** Lindley is the author of **Raise-Your-BAR**, is an NLP Trainer and 1-on-1 Coach.

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Raise Your BAR – Strategic Planning Workshop, now available online!
<http://www.raise-your-bar.com>



It's no secret that I'm a personal development junkie.

I can live without handbags and makeup and fancy clothes but I can't live without learning; reading, listening to CDs, watching webinars, attending conferences and retreats and even though the message is taught differently, the meaning is usually the same:

Vibrate your way to Success!

By vibrate I am referring to the Law of Attraction and our individual vibrational levels.

According to the Law of Attraction, "like attracts like" so if we want to attract something better into our lives such as a new home, a partner or a better job, we need to raise our vibration to attract it.

The good news is we only have to maintain a raised vibration for at least 51% of the time to manifest and there are a number of ways we can do this:

1. Acknowledge all the things we can be grateful for
2. Pay it forward or perform an act of kindness
3. Tithe to someone or something that inspires you on a spiritual level
4. Exercise, and
5. Visualise and feel what you want and then trust the Universe to deliver.



Remember to be open to how this might happen. Here's an example from my own experience:

My dream for the past 10+ years has been to live in Rainbow Bay, Queensland (Coolangatta). Over the years I've investigated purchasing an apartment but they never measured up to what I wanted or visualised until this year.

Looking on the internet to book our annual holiday, I was shocked to see what I thought was a new building with what appeared to be private residences. "When did that get built?" I screamed out to my husband.

"How come I didn't know about that?" I was dismayed.

It was in the exact spot that I had been visualising myself walking down the stairs, across the road, along the beach to my favourite seat, where I would sit and watch the passing parade of walkers, joggers and surfers.

It was the exact location where I reminisced over my 100 summers (100 years of age) of all the things I had done in my life and all the people we had helped through the business and through sharing our wealth.

"How could this have been built in such a short time?" I wondered.

Well it turns out that it hadn't been built, rather this was an artist's impression of the complex and to our surprise and delight, the apartments were available for sale off the plan when we arrived for our holiday.

We were able to negotiate to secure an apartment and with the Universes' help, figure out the payment plan over the next twelve months.

Since paying our initial deposit we've sold our home in Newcastle and have moved to northern New South Wales, whilst we wait for the apartment to be completed.

I continue to work at raising my vibration each and every day and express my gratitude for the wonderful way in which the Universe manages to manifest our desires.

Now it's over to you.

What is it that you want to be, do, have and feel?

I encourage you to get clear and start visualising and do activities to raise your vibration.

Remember, whatever the mind can conceive, can believe, can achieve.

I encourage you to go for what you want and Vibrate Your Way to Success.

Shirley Dalton, Australia's Business Systemizer works with business owners who want to reclaim their freedom and have a business and a lifestyle they love.

For more information go to www.shirleydalton.com or email support@daltonbusinesssystems.com.au or by calling +61 412 523 550



What happens when the usual structure of thoughts that you use to solve problems or make decisions does not quite workout? This is when you have to look beyond the norms for creative solutions.

Ken Robinson idealised this concept by stating: "Creativity is putting your imagination to work and it produced the most extraordinary results in human culture."

This quote captures the essence of what creativity can do, the challenge here is to think creatively requires you to neutralise your mental barriers such as: fear of failure; criticism from superiors; conformity of thought processes; self-imposed bias and traditional patterns of behaviour.

Becoming more creative is a learnable skill and one that you can use to help resolve issues, solve problems and make decisions objectively. Interestingly you can unleash your latent creative genius by applying specific steps to think beyond the norms and generate new ideas with **S.P.A.R.K.**



Synthesis

The process of synthesis is based on combining several ideas into one. Creativity is based on your ability to synthesise ideas and information. The camera phone is a synthesis between the radio, telephone and camera. Three separate inventions rolled into one. Shampooing and conditioning hair was a time consuming activity until someone synthesized this - conditioning shampoo! And to make a quick cup of coffee for busy people some genius gave the world the quintessential 3 in 1 coffee mix.

Put to another use

Creativity holds no bar and you can do anything you want. Edward de Bono said: "Creativity involves breaking out of established patterns in order to look at things in a different way". Ignite your creative spark by putting things to another use. For the last thousand years in the city of Fez, Morocco, pigeon poop and cow urine is used to tan and soften leather to make them more malleable. The processed leather is subsequently used to make high end quality products like jackets, wallets, handbags and shoes. Next time you decide to discard the items that you don't need - think again!

Adapt

Before World War 1, Clarence Birdseye, a fur trader and entrepreneur observed how Eskimos used a method of quick freezing to keep their meat tender when thawed. Adapting this idea, Birdseye created a method of quick freezing fish fingers and other food items like peas and mixed vegetables and has been considered the founder of the modern frozen food industry. Look around you and see whether you can adapt things to come up with something unique or new.

Reverse and rearrange

What do you get when you reverse the inside of leather? Suede! When you are faced with an issue ask yourself what will happen when you reverse the situation, or rearrange the facts. You might come up with a new idea. Henry Ford realised that it was time consuming for many workers to bring the various car parts and assembling them. By reversing the situation, he came up with the production line whereby the various car parts are transported via a conveyor belt and each worker assembles one part of the car and passes it on to the next person until completion. This production line was so effective that many other industries adapted the idea as well.

Keep looking

Finally, keep looking for new ideas or a new look for old ideas. Creativity is not stagnation but a process of continuous development. Take the cue from Thomas Edison: "I find out what the world needs. Then go ahead and try to invent it". This would be a sure fire way to ignite your creative **S.P.A.R.K.**



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The story of David and Goliath demonstrates that you don't need to be the biggest to be the best - you just need to play to your strengths. But you may also be surprised to discover the true story we know now, is probably not what you were taught at school.

I was always told that faced with a giant, heavily armoured warrior twice his size, the shepherd boy David was able to kill Goliath by hitting him right between the eyes with a stone. What I didn't realise until recently reading Martin Gladwell's excellent book 'David & Goliath', was that there's a lot more to this story than meets the eye (literally and metaphorically!).

It turns out that David was a very skilled slinger. In ancient times of war, the army included slingers that were extremely important to their success during close combat. As a shepherd, his livelihood also depended on his ability to protect his animals from predators such as wolves, using his sling with pinpoint accuracy.

The stones weren't typical either - the types of rocks in the Valley of Elah included barium sulphate, twice the density of normal rocks. David would have used his sling to hurl the rock through the air at around 45 metres per second, which we now know would have had the stopping power equivalent to a 45mm handgun.



It's therefore not improbable at all that with these skills and tools, David would have slain Goliath. There's even more evidence provided by Gladwell in his book to suggest that David wasn't the underdog at all and in fact by David playing to his strengths it was actually Goliath that had the odds stacked against him.

David's disadvantage of being small, was in reality the advantage that enabled him to defeat Goliath, it was not luck or unlikely at all. Playing to your strengths is not just a case of 'do what you can with what you have' it's about consciously utilising your valuable skills, even when others see them as weaknesses.

As Gene Hackman's character in *Enemy of the State* argued "In guerrilla warfare, you use your weaknesses as strengths. If you're small and they're big, then you're mobile and they're slow". Richard Branson took full advantage of this when Virgin Atlantic launched and went up against the giant airlines. He offered all Business Class passengers a chauffeur driven limousine to pick them up and drop them off, knowing that he could do it for his small number of passengers, but that the giants couldn't make that change overnight.

If you're trying to get a new job, or promotion, think about what qualities you have that others don't, that will help solve the problems of your prospective boss. Instead of just focusing on the key selection criteria (which you still need to do), you'll be more likely to beat the competition if you can demonstrate your relevant unique strengths. You may not even realise what they are - when I'm writing resumes for clients, strengths are not always immediately apparent to the individual but once unearthed, provide strong tangible reasons to get them the position.

Even if you're not planning to move on, by getting your resume updated you can reduce your stress levels knowing that if things do change, you are ready to move. Equally importantly, these strengths can be used to get the most out of your current role, help you shine, and enable you to be happier and more productive in the work you do.



Sydney, Australia based, **Simon Davie** is leading change to enable organisations to do more with less, through increasing self-awareness and application of key strengths.

A leadership coach at a leading University and Business school and Director of **Sliding Doors**; he supports organisations experiencing change, from large media companies to small non-profits. If you enjoyed reading this article, find out more at www.simondavie.com or visit www.sliding-doors.com.au to check out Simon's new book '**Breaking Good**' for more information on how to play to your strengths.

Change can be scary! Change can be challenging! Change can be exciting!

What happens when the change comes all at once and incorporates major life changes AND you still have a small business to run? I personally learned this in 2015!

It's been overwhelming, even when viewed as an adventure and a doorway to the next part of my life.

I've found myself emotionally and mentally exhausted and wondering if I'm going to be able to keep my business running while dealing with the other changes that are happening.

I did keep my business running, the business changed a little and I'd like to share how I just kept going.

Make a Decision

I had to decide whether I wanted to keep going, keep running my business or completely break away and do something different. It was really a reaffirmation.

Set Goals

Goals are important to success, they give you something to aim for and drive success. With the amount of major changes occurring in other parts of my life, time became precious and the emotional and mental exhaustion that went with that, setting goals for each day and week allowed me to be realistic about what I could achieve. Goals also helped me decide what was critical and important for my business's success.

Never Give Up!

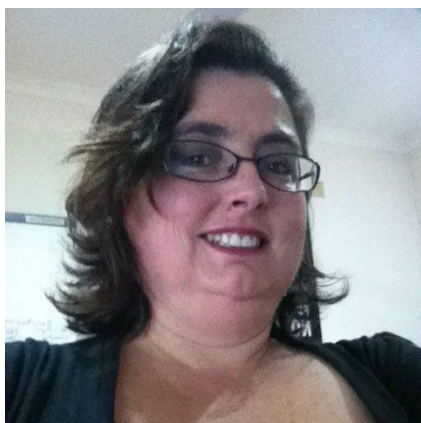
Once I had made the decision, I just had to keep going, keep my schedules and my obligations. I remembered Winston Churchill's words: "Never give in ... never, never, never" ... so I kept the focus on my goals and continued on.

Be Kind to Yourself

Things aren't always going to go right, that's just the way it is and it's important to be kind to yourself when things don't happen as you would like. Most importantly, you are going to feel tired and rundown and you are allowed to take time out. Take the day off, go sit in the park, read a book, play a game. Let yourself do that, but don't do it too often or for too long.

Let Others Help

Letting others in, to see the mess or chaos that was occurring and letting them help was a big one for me. I was fortunate to have someone offer to advocate for me in certain areas and whilst I tried not to overuse that, there were days I was thankful I could send an email or a text and say, "Please, help".



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

Charly has won numerous awards including the MCEI Women in Business Marketing Award and the Stevie Award for Best Entrepreneur - Service Businesses - Up to 100 Employees - Computer Services.

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People seem somewhat amused when they find out that I, in my 60's, have begun Zumba lessons. At first, I thought that if I was going to do something crazy, I might as well make a total fool of myself – and I did. I tried a public class and I seemed to be doing okay. I went careering to the left. Bang! Everyone else had turned and gone right. So, now you know why I have private (very private) tuition. I don't think my insurance would cover me – nor those with whom I collided – in a public place.

So, why am I embarking on this new exercise programme? Well, first perhaps I should tell you what Zumba dancing is? It is a popularised form of South American dancing and combines Samba, Mamba and other steps in sequences. Because historically slave-dancing influences some routines, it is easy to notice the similarity to certain aspects of African dancing. There is great variety and influences of dances like the Charleston and hip-hop also appear in some of the steps. You dance alone, usually with an instructor in front of you. I'm lucky to have found an amazing teacher who patiently encourages and adapts to suit the learner's changing needs while stretching them to achieve more.

What are the benefits of Zumba dancing?

1. Life is full of patterns. Remembering sequences helps improve our memories.
2. Following others requires concentration and the ability to go with the flow and do what others want us to do. Of course, their intention and our ability to follow may not always be in sync, but that adds to the challenge.
3. Doing something different takes us out of our comfort zones. If we don't take risks, we become complacent. We get stuck in a rut and that can prevent us from trying new ways of doing things.
4. Learning something new takes great concentration. Sometimes we don't realise how bad our concentration is. This sure is a wake-up call. Towards the end of the hour, my ability to follow is noticeably poorer than at the beginning. So, I'm trying hard to improve my concentration.
5. Physically, it puts us more 'in tune' with our bodies. For example, we have to notice the difference between 'tapping' and 'stepping onto' our foot.
6. At times we work left leg and left arm, whereas at other times we'll be using left leg, right arm. So we may align on one side of our bodies, or we may use our opposite limbs. This is really good for our brain functioning.
7. Balance plays an important part. At times, our balance is in one direction and then it swiftly changes. But we need to remain grounded. We all need to improve the balance in our lives, too. I always aim for my FLAGS balance. Are the elements Flow, Lead, Advance, Grow and Serve all evident?
8. This dance is high-energy. We work up a sweat. So, even if you are doing other forms of exercise regularly, variety is good.
9. Learning a very different dance like this one requires that we use our visual senses. We have to watch the instructor to see what is happening. Learning to identify the changes in movement at certain musical cues intensifies the use of our auditory senses. Incorporating music into what we are doing benefits many people. We also need to feel the mood of the music. So, this exercise combines our visual, auditory and kinaesthetic senses. Using these three simultaneously enhances our performance.
10. There is also the combination of cognitive, emotional and physical aspects of this type of dancing. As an Integral Coach, helping people with their way of being, I need to pick up physical cues from others. By concentrating on my Zumba teacher, I have to be very aware of what she is doing with her body. This helps me with my observations. Focussing on something very different like this takes us away from the normality of our lives. It is a break, a time when we cannot think about anything else. We focus only on following the instructor.
11. It is good for us to be reminded of the transition from 'unconscious incompetence' to 'unconscious competence'. (Not that I'll never reach that stage with Zumba dancing). Let me give you an example. You start off not realising that you can't drive a car (unconscious incompetence). You then notice (conscious) that you can't drive, so you go for lessons. At first you are incompetent. As you learn, you become more competent. Finally you drive without having to think about looking left, releasing the break etc. You do this unconsciously. So having started your journey towards being a driver at 'unconscious incompetence', you have now reached a level of 'unconscious competence'.
12. Let's apply this to Zumba. I didn't know about Zumba dancing so didn't realise I wasn't competent (unconscious incompetence). I heard about it, started lessons and realised how incompetent I was (conscious incompetence). I'm consciously trying to become more competent. I don't care that I most probably will never progress to 'unconscious competence'. As long as I continuously improve on what I am achieving, that is great. So, long live Zumba!

Brenda Eckstein is a speaker, trainer and executive coach based in South Africa. A long standing member of the Sydney Chapter of the National Speakers Association of Australia, she has published two bestselling books, "**Networking Tactics**" and "**ABCs of Effective Networking**". Contact Brenda at www.strategy-leadership.com or mobile +27 82 499 3311 or email brenda@strategy-leadership.com



I was invited to observe a fellow trainer and coach from the UK in one of his excellent training sessions during which he asked participants the question: *"What is more important, attitude or behaviour?"* This generated healthy discussion. Pondering their responses, I thought of the work of Dr John Adair who, in one of his books entitled 'Action Centred Leadership', draws attention to the fact that a person can have all the characteristics of a good leader, but if that person doesn't put them into action (behaviour) they remain dormant characteristics.

The question of the importance of attitude or behaviour linked to my experiences as a presenter of interactive workshops. During the sessions, wherever possible, I get participants to practise using their own examples from their work, home and community lives. And as the day progresses, they become more and more proficient. However, no matter how enthusiastic participants might appear during the session and how much they show the right attitude, I receive little feedback, especially after short courses. I want to know how they have applied the new techniques and other learnings during the days, weeks and months following the workshop.

So I was delighted when a Senior Security Supervisor, a few weeks after attending "How to get your point across", proudly showed me how he carries the formula cards with him in his wallet as a reminder to apply the principles. He spontaneously and enthusiastically told me exactly how he is applying the simple methods he mastered during the workshop. He gave me an example of how in his work situation he has used the PREP formula for safety briefings to groups of guests for whom he is responsible.

The PREP formula, which has been a favourite with various training organisations for many years, is a simple formula taught during my workshops. Participants learn to clearly articulate their Point followed by the Reason explained in one sentence. They give three Examples and conclude by stating their Point again. This enabled him to easily structure his information into a coherent talk which is logical and easy to follow. He said: *"The course gave me a lot of confidence in myself and has helped me to get my point across effectively"*.

He is also constantly applying the methods in his private life. An example is where he used the PREP and assertiveness methods to structure a personal letter and thereby crystallising his feelings and resolved an issue amicably. It becomes so easy when you know how. He has applied the learnings and integrated them into his way of functioning.

Yes, it is important to have the right attitude. In the case of training sessions, people might be eager (attitude) to improve the way they do things (intended behaviour). And they might participate effectively on the day (attitude *and* behaviour). However, the way the person actively and consistently applies and practises afterwards will determine ongoing success. New neural pathways need to be built.

Let's move away from the training perspective and look at the question of 'attitude or behaviour' from an Integral Coaching approach. There we often look at things from a cognitive, emotional and action perspective and how a person integrates these. We may also refer to this 'approach' as 'head', 'heart' and 'action'. Attitude shows a 'way of being' and in coaching terms this links to 'heart'. Behaviour links to 'action'. So a missing component is 'head'.

The next question is how to bring 'head' into the equation? By helping our clients to 'self-observe' they become aware of what they are or aren't doing, feeling and experiencing. They might notice their 'blind spots'. By practising the right behaviours over and over we build new neural pathways. Through an Integral or Executive Coaching approach clients can therefore more easily 'self-correct', 'self-generate' and shift their 'way of being'.



Going back to the original question of 'attitude or behaviour?' and which is more important; while I believe that a combination of attitude and behaviour is important, there are many other aspects to achieving sustainable success.

What is your opinion?



Brenda Eckstein is a speaker, trainer and executive coach based in South Africa. A long standing member of the Sydney Chapter of the National Speakers Association of Australia, she has published two bestselling books, **"Networking Tactics"** and **"ABCs of Effective Networking"**.

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Everybody desires success and whether we actually say it or not, we all want to succeed in life. And for more than 2 million small businesses in Australia, success is everything.

But first, let's look at some recent examples of failure in the business world:

- An investigation into 7-Eleven, the biggest convenience store chain in Australia, found systematic underpayment of wages, doctoring of time sheets and payroll records, with threats of deportation to foreign workers who complained.
- Union bosses in NSW are being investigated for the use of union credit cards for personal purchases, some into the hundreds of thousands of dollars.
- The CEO of fleet management company Orix was charged with paying corrupt commissions to Coca-Cola Amatil in exchange for leasing contracts worth millions of dollars.
- The global revelation that Volkswagen deliberately cheated on emissions tests with software that would change performance readings to improve results.

It seems extraordinary, but these examples are probably the tip of the fraudulent business iceberg.

John C Maxwell, a leadership author says, "**Character** creates a foundation upon which the structure of your talent and your life can build. If there are cracks in that foundation, you cannot build much".

John goes on to say that there are four areas that make up our character: Self Discipline; Core Values; A Sense of Identity and Integrity. Yet it's easy to think, "I'm pretty disciplined, I have good values, I know who I am and I have a strong moral compass". So how is it that we can still make decisions that lead to failure? What is it that can misdirect us towards poor decision making?

The Word of God presents great wisdom on these matters:

"Make sure that your **character** is free from the love of money, being content with what you have ... " (Hebrews 13:5a)

"We can rejoice, too, when we run into problems and trials, for we know that they help us develop endurance." And endurance develops strength of **character** and character strengthens our confident hope ... " (Romans 5:3-4)

"For this very reason, you must make every effort to supplement your faith with moral character, your moral **character** with knowledge, your knowledge with self-control, your self-control with endurance, your endurance with godliness, your godliness with brotherly kindness and your brotherly kindness with love. For if you possess these qualities and if they continue to increase among you, they will keep you from being ineffective and unproductive ... " (1 Peter 1:8)

The Kingdom Principals to come out of these Bible verses are:

- If we prioritise money over everything else, we weaken our character.
- If we run into business difficulties, we must use the situation to make us stronger and not resort to bad decisions.
- It takes a range of virtues to build strong moral character that will ultimately lead to a more successful life.

Being in business is a constant challenge, it is highly competitive, demanding, and the environment is continually changing. When tough times come, and you are under pressure to make compromising decisions to survive, remember that the sure foundation to your long term success ultimately depends on your **Good Character**.

Tony Elshof, Masters in Education and Bachelor of Leisure Studies, is the Director of Kingdom Administration, a Christian consulting and mentoring business based in Wollongong NSW (approx 100 kilometers south of Sydney).

Tony and his team help individuals, businesses and organisations develop systems and strategies based on Godly wisdom and Biblical principles.

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If you live in Singapore, Hong Kong, the UK and other countries with a British influence you have certainly heard the proverbial "Mind the gap" voice at the train station warning you of the impending dangers of falling through the space between the ground and the train as you step through the doors.

This warning directs you to what you might not see. While stepping into this hole is indeed dangerous and potentially harmful, there are other openings that are inviting and waiting for you to risk stepping through ... if you mind them.

Gaps are opportunities waiting to be seen and grasped. When we are mindful and attentive we can "see" them.

I work with teams to discover gaps that prevent communication and progress and with individuals to discover gaps that prevent growth. Students take gap years after high school to experience the world and discover what they might like to pursue next.

As we move forward in life we often create a momentum that leaves little room to see the gaps. I call these gaps "the space between", and the challenge is to become aware of where the gaps are in your life, your work and your team. What is missing? What are you not seeing?

The Japanese word used in Ikebana (blank ink painting) is "ma", referring to the empty space between brushstrokes or between the strokes and the edges of the paper. The mind expands to create new meaning from the unseen.

When I was younger I was always known for my quick ability to dodge in-between people, whether playing games of tag, football or basketball, always finding an opening to run through. What liberation to slip through and run freely into that open space. What do you do at work in the space between your meetings, between phone calls, between emails? Does your focus allow expansion enough to see a new opening to go through, a new move to make, and a new direction to take? The answer usually appears right in front of our eyes if we are open and willing to see it.

There is an old Indian tale about a water bearer who carried two pots, each hanging on a long pole across his neck, down a steep hill to the river to fetch water for his family. Every day he travelled along the long path back and forth, coming home sweating with one full pot of water and the other one only half full. There was a small hole, a crack, in one of the pots.

One day after two years of this back-and-forth trekking, the holy (pun intended) pot sadly told the water bearer of his regret for not doing his full duty. The bearer replied with compassion: *"Have you ever seen the long row of flowers growing on the side of the path as we return home? I have known about your crack and therefore planted seeds and I have used your water to nurture them to grow. What a gift for my family to come home with a freshly picked bouquet every day".*

These cracks, gaps, holes can be transformed from danger zones, irritations and flaws to become your next step into a new direction. Take that step now rather than waiting. Make that shift. The gap is a gift.



Bob Feldman is an international corporate trainer, executive coach, professional speaker and actor from Chicago who lives and works in Singapore, Sri Lanka and Berlin.

He creates the space for people to express themselves outwardly with energy and engagement as well as to explore themselves inwardly for purpose and meaning.

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Is everything you believe correct or could challenging your beliefs improve your future?

I was paralysed in a farming accident in October 2000. In the weeks, months and years following the accident I learnt to challenge a lot of what I believed.

Lying in a hospital bed unable to move my legs it seemed my life was over. I was technically alive, but how could I live a fulfilling life if I couldn't walk? I was a really good snow skier. I lived to ski. How could I live a worthwhile life without my biggest passion? That was what I believed because I didn't know any better. A couple of weeks later I saw a picture on the gymnasium wall of a paraplegic skiing in a specially designed sit ski. That changed what I believed.

I was experiencing severe pain in my legs as a result of damaged nerves around my broken vertebra. Pins and needles and burning sensations like being scolded with hot water or having my legs dragged through gravel. I was also getting violent electric shocks like having a red hot poker stuck in my leg that was plugged into the wall. Sometimes it would feel like my thigh was being sliced open with a knife. When I was young if something hurt, there was always a pill that would help. Now in the worst pain I had ever experienced my beliefs told me I needed a pill to stop the pain. I started taking an opiate called OxyContin. It didn't stop the pain but it made a difference.

Within a year of the accident I was up the mountain learning to ski again. I found it very challenging and frustrating learning to sit ski. Skiing was no longer as easy for me as it had been for the previous 20 years. I needed my own sit ski if I was to get good at it and be independent. With a \$10,000 price tag and my income compensation of \$14,000 per annum I had another huge challenge to purchase the equipment and to be able to afford to enjoy it.



I decided I would renovate rental properties to improve my income.

Announcing that to my friends and family was one of those moments when you feel people are being positive for you but they don't believe it will work. After all how is a guy that can't climb a ladder going to paint a house? The thing is others saw that I was not able to climb a ladder. I saw my ability to paint with a roller on a long pole.

After several years on OxyContin the pain was getting worse. In 2010 I admitted I wasn't coping with it and my world came crashing in on me.

People told me to get off the medication and learn to use my mind to deal

with pain. It was a big call and the hardest thing I have ever done. I was addicted to the medication.

- I had 27 days skiing independently this season
- I manage pain most people can't imagine without any medication
- I have four rental properties I have renovated from my wheelchair

"What beliefs do you need to change to get what you want?"



Andrew Fleming is an Inspirational Speaker, Life Coach and Author. He is the National Speakers Association of New Zealand BrightStar Emerging Speaker of the Year for 2014.

Andrew's story is powerful in changing perceptions on everyday challenges we all face to move us past our mental blockages.

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Many people in today's business environment are in search for a distinctive 'winning edge'.

The performance expectations of well-paid people in roles like CEO's, GM's and upper management level are filled with deadlines to raise revenue, reduce costs or motivate others around them to perform. The price of success can be laced with anxiety, depression and feelings of heaviness.

Have you got the right insights, methods and strategy to be relevant and beat your competition?

Gain your Edge: A clear mind, healthy self-esteem and fit body will help to ensure your success.

Sports Psychologists, Olympic coaches and fitness experts know that exercise helps release endorphins in our brains. Short and long term benefits of working out with a regular health regime or program includes:

- Strengthening your bones and core muscle groups
- Reducing feelings of depression, anxiety, pressure or guilt
- Helping our mind and brain to clearly solve problems, calculate and execute tasks
- Decreasing risks associated with cardiovascular disease, diabetes and physically slowing down
- Improving short and long term memory plus a feeling of freshness or exuberance after wards.

The Appetite to Succeed: In nearly every thriving city sports facilities, clean parks, open fields, running and cycling trails can be found nearby.

Exercise methods have moved way beyond the confines of '*just going to the gym*'. Self-defence classes, mixed martial arts (MMA), Boot or Butt Camps, Yoga and Tai Chi centres are very popular.

Even the term '**fight club**' which Brad Pitt popularised in the 1999 hit movie of the same name is no longer associated with characters that have obsessive personality disorders or violent pasts. Achievers have learnt that to survive and thrive in the today's business world, individuals must hone their intuition, instinct and strategies in new and creative ways.

This develops from a person's mind to direct their body and seize opportunities while still recognizing risks, adapting to challenges or avoiding apparent or confined dangers.

Such circumstances in today's business world are somewhat similar to the earliest Olympic Games where the Greeks introduced Pankration hybrid fighting to the masses.

A combination of wrestling and boxing, it laid the foundations of what is known today as **Mixed Martial Arts or MMA** and one of the fastest growing sports in the world today. Two high profile and successful individuals on how exercise and business work hand in hand share the following as a perspective on gaining their edge:

Jason Quek, Head Instructor of Brazilian Jiu-Jitsu Singapore says, "*It's not about the size of your opponent but your ability to create opportunities and seize it to secure victory.*"

Stuart Pearce, a senior executive in a leading Fortune 100 I.T. firm says, "*my rugby days showed me how taking hits, recovering from them and how to keep on moving forward is part of my everyday life. Having a sharp mind with a can do attitude is one of the key aspects of having a successful career.*"

When an individual pursues success and personal achievement, it shows who they are. Investing the time to strengthen ones weaknesses suggests that they are willing to change and improve to become happier in their lives.

This is one reason many people admire athletes or have sporting heroes. Their progressive sportsmanship in a game or an amazing defence in a caged ring or the ability to recover from a humbling defeat has been developed from a focused mind and a strong physique working in sync to succeed when it really counts.



Corden Fu is a corporate and individual health and life style fitness trainer.

A fitness industry advocate since 1998, he loves his life, wife, family, friends, windsurfing and SE Asia weekends to help maintain his edge and better serve his clients requirements.

Since 2003, he's helped hundreds of clients create an edge through tailored fitness training sessions that help them in their personal goals.

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Meetings are magical. Communication is easy when we can discern body language, vocal inflection and facial expressions; it is much harder by email. So why do we tolerate bad meetings?

Ask yourself these questions to ensure your meetings are always good:

1. **What's the Point?** Before you schedule a meeting clarify what you want at the end of the meeting that you don't have now. Then you can determine who you need to invite (and exclude non-essential people) and what pre-reading they may need. Make sure you put the desired outcome into your invitation and request that participants come prepared, bringing any necessary information or equipment.
2. **Where to meet?** Bringing people together costs time and money; don't squander that investment. Choose the best environment to achieve your objective - conference room, common room, private office or coffee shop. Consider the relative importance of this meeting for each participant and their likely other workload; can you move closer to the person likely to be most stressed by attending or can you reduce their attendance to a 'cameo' appearance?
3. **How long do I need?** Computers suggest measuring time in blocks of 30 minutes. Professional lawyers may use blocks of 6 minutes. Six minutes might be enough for a simple objective, such as getting approval, inviting comments or updating on progress. For more complex meetings more time will be required. Don't skimp. Allow time for people to arrive and settle and for social interaction after the business of the meeting is finished. Make your room booking longer than your agenda - You don't want to be thrown out just as you start to make progress. Make clear what you want to achieve, host your meeting and then wrap it up once you meet the objective; allow social interaction only after the business is done.
4. **What is the order of business?** These five rules will help you draft an agenda:
 - Start with something non-taxing and allow participants to settle into the meeting and focus before attempting difficult discussions or decisions
 - Build a foundation of agreed content before moving on to create new understandings; for example try to get reports on progress followed by questions before deciding on next steps.
 - Think about physical needs such as water, food, comfort breaks or 'email breaks'.
 - Allow time at the end to review and summarise agreements, progress or decisions.
 - Always finish with a 'thank you' for attending and a brief outline of the expected next steps.
5. **How should people behave?** It would be great if everyone behaved well in meetings; they don't. Set behaviour rules before you start. If it is your meeting you are responsible; don't accept bad behaviour, especially if it could be construed as bullying, harassment or other illegal activity.
6. **Is there a record?** If it is important enough to meet, it is important enough to record. For formal meetings minutes are essential to record how the agenda was followed, what was agreed, who is committed to taking action and expected outcomes.
7. **Should I cancel?** If it becomes obvious that meeting will not serve the intended purpose – cancel! Most participants will be pleased to be given back the time. Give as much notice as you can, explain the reasons for cancelling and give a new plan for continuing to make progress.



Meetings are inevitable; make yours meaningful!

Julie Garland McLellan CSP is a Professional Company Director. She facilitates conferences, workshops and meetings. She is the author of 'Presenting to Boards' which contains more advice on hosting and presenting important meetings.

Julie is a former National Speakers Association State President (NSW/ACT) and served as a Director on the Australian National Board for numerous years.

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Not many women started their careers on building sites, literally in the trenches. Fewer progressed through mining, literally at the coal face, all the way to the CEO's chair and then on into boardrooms. Add to that a sideline in martial arts, gaining a British silver medal in Kyokushinkai karate, a 3rd dan in Taekwondo and a love of boxing and you have a unique perspective on life and success.

In her sparkling leadership keynote Julie shares the five fundamental tenets of her success.

Audiences learn:

1. **The Power of Persistence:** Babe Ruth once remarked that "You can't beat a guy who won't give up". It is true for girls too!
2. **A love of learning:** Steve Jobs started over when he first left Apple and joined Pixar. "The heaviness of being successful was replaced by the lightness of being a beginner again", he said. Women often find that paths lead to dead ends. Every new beginning is an opportunity. Steve came back refreshed and renewed. We can all do that!
3. **An eye for excellence:** Abraham Lincoln told his son, "Whatever you are be a good one". Being good is good; going from good to great is satisfying!
4. **Strategy:** "Everyone has a plan 'til they get punched in the mouth", declared Mike Tyson. He was right. But how do you know when to stick to your strategy and when to change? A few simple KPIs can keep you on track!
5. **Focus and fulcrums:** "Give me whereon to stand", said Archimedes, "... and I will move the earth". Nobody succeeds in a vacuum. Leaders need teams. Your vision can be blurred or extended when you engage with others. Clarity makes the difference! "Give me whereon to stand", said Archimedes, "... and I will move the earth".



Julie is renowned for her ability to bring dry topics (such as risk management and governance) alive with wry humour and astute observation. Thought provoking and insightful her keynotes are spun fresh for every audience to meet the precise needs of each group, in a boardroom, conference hall or via video-conference. Her training is practical and refreshing.

Would you like to know how to handle a president who mistakes you for a dead movie star, chair a listed board through 'interesting times', build a \$3.5 billion dollar portfolio, fight for fun (including sparring with Dolph Lundgren) or change from convent-schoolgirl to conference circuit champ? With the right insights you can achieve anything – so why don't you?



Julie Garland McLellan CSP is a Professional Company Director, Chartered Engineer and Black Belt martial artist.

She speaks at conferences, workshops and meetings using her own story and insights from famous leaders to entertain educate and inspire her audiences.

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Once tarnished, your professional reputation can be difficult to salvage. Here is some straight forward advice on how to have a long and fruitful reputation.

Be a Change Agent - Be open to alternative ways of thinking or doing things. Keep an open mind! Close-mindedness will only get you so far. Failing to embrace new ideas and perspectives will significantly increase your chances of being left behind or descending into complacency.

Promise and Deliver - You think you are doing yourself (and others) a favour by talking yourself up, but if you can't walk the walk, you will surely end up disappointing co-workers and clients. Do not make any promises you can't keep.

Manage your time effectively and turn in your projects on or ahead of time. If you feel overwhelmed or know that you may not be able to complete something on schedule, speak up and delegate tasks to others if possible. Keep communication open and ensure everyone is on the same page. Make sure you recognise and share praise for your team and its members.

Don't Make Excuses – Don't make yourself the victim at work. No one likes a martyr, it gets old fast. It shouldn't be anyone else's fault that you missed the mark. If you don't have the answers, ask the right questions. Be a problem solver, not just a problem identifier. Beating yourself up won't do you any favours either.

Learn from your mistakes and most importantly, take responsibility for your actions. On the flip side, take responsibility for your successes too! You may see self-deprecation or deflection as humility but all it really does is negatively alter other people's perception of you. Don't attribute your talents or accomplishments to pure luck. Accept credit where credit is due.

Be Careful what you Write - It happens. You are livid and want to send an angry email to admonish a co-worker who compromised you. Or maybe you're feeling bitter about being unfairly turned down for a job. You believe you'll come out on top but in reality you're just portraying yourself as immature and hot-headed. That is not who people want to work with. Always allow yourself to cool off before hitting send.

If you must, write out some of the angry thoughts to yourself and revisit them later. If you still think they are valid, figure out your next steps from there. Sometimes it is better to pull somebody aside in person to voice your concerns. You ideally do not want anything in writing that could be held against you. Defend yourself when necessary, but always remain strategic.

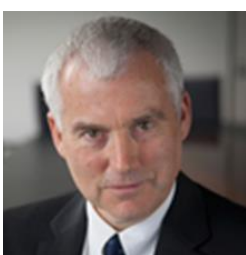
Be Upfront - Being trustworthy and honest is a fundamental characteristic that will always be valued. When you slip up you should own up right away. Getting caught up in a lie is more detrimental to your reputation than admitting you are wrong.

It's best to own up to a mistake than try to cover it up. The cover up always makes it worse and makes me doubt them even more. Honesty is always the best policy, even if it's a hard truth to take. It is not enough just to tell the truth — be somewhat transparent rather than mysterious. You'll have more credibility when others feel they can understand your processes and aren't left in the dark.

Always Exit with Grace and Make Sure you Go - When you leave a job without proper notice, you will be burning a bridge behind you. It may seem insignificant but you should always give your employer at least two weeks – if not more notice. By transitioning smoothly and leaving on as good a term as possible, you increase your likelihood of a positive reference, as well as promoting solid relationships within your industry.

Also when you accept a new position you should stick with it. Be a person of your word. Unless there is an extremely strong reason to jump ship, stop going on interviews and pursuing other options. Once you do leave make sure you have a clean break from our organisation – stay in touch with friends but avoid engaging in your old firm's office politics and avoid letting your new company know what your previous firm is up to, otherwise you will appear to have divided loyalties.

What goes around comes around and word will spread. It's usually a small world in industry circles and it's wise to always conduct yourself with the utmost professionalism.



Tony Gleeson FAIM, CPMgr | Consulting Practice Manager | Terra Firma Business Consulting

With a wealth of experience in creating corporate growth, Tony has held leadership roles in some of the world's foremost professional services organisations, including Deloitte, PricewaterhouseCoopers, CPA Australia and the Australian Institute of Management. Tony's expertise in technology enablement, process improvement and general management strategy combined with his passion for educational and leadership development helps him lead one of Australia's most trusted business consulting practices.

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I was sailing the Caribbean on a cruise when the pirate attacked. "I see you're interested in the Max", said the young lady in the little black dress (LBD). "Yes", I replied. What else could I say? I was looking at it intently. "I have a couple of other Maxes", she cooed, leading me deeper into the section of the ship that served as the on-board art gallery. "Do you collect Max?" she purred.

Hmmm, I wondered. Do I really look like I collect the work of Peter Max? Or does she say that to every man who walks into her gallery?

LBD showed me her art, invited me to the upcoming art auction, introduced me to her boss (who could make things happen, she promised) and told me she could give me a special deal if I really wanted any of the Maxes. She even slipped some coupons good for additional discounts under my cabin door that night. She was working hard.

I went to the auction but kept a low profile. There were a lot of big names among the artists represented, but sales were sluggish. LBD seemed to be taking bids out of nowhere. Could this really be the world's largest art gallery? Well, if your business model involves having your inventory on dozens of cruise ships around the world, you might be able to make such a claim. But the idea of buying fine art on a cruise ship seemed like a disconnect and there were a number of other nagging doubts in my mind. I decided that I'll buy if and when I'm ready. So long, Max.

When I got back onto dry land I did some research. This gallery with the New York sounding name was actually in the Midwest. It was afflicted with a lot of complaints, legal actions and just plain bad luck. It also turns out that auctions conducted on the high seas are not subject to the legal niceties of doing business in a land-based jurisdiction. Peter Max, the iconic pop artist, is still alive and creating art. Lots of art, mostly painting a few details and his signature onto mass-produced works. I saw loads of them on eBay, most at asking prices below those of LBD's.

What can we learn from this voyage?

Don't succumb to flattery. Don't flatter yourself either, but know yourself.

Never rush into a major purchase. Do your homework and shop around.

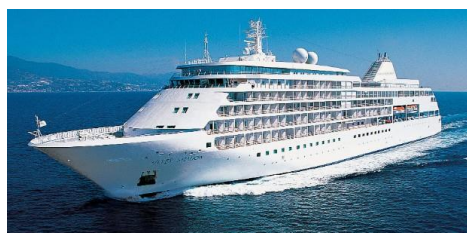
There are always good deals to be had, but it takes work to find them. They don't scream "GOOD DEAL" in flashing lights. And they don't usually come with coupons.

Having said that, buying something without a coupon may be a bad deal, but buying something with a coupon is not necessarily a good deal.

When you are isolated at sea without phone or internet access you are at a serious disadvantage. You can also negotiate in the dark on land. Negotiate only when you have adequate information and other resources. Google, Wikipedia, and eBay are great starting points.

Nobody goes on a cruise to buy fine art, so don't buy any on a cruise. You can buy cheap art anywhere, if you like it.

Beware the LBD. They wear them for a reason.



A "reformed" lawyer, **David Goldwich** MBA, JP, PM teaches people how to play the negotiation game and be assertive, compelling, and irresistibly persuasive.

David conducts workshops and delivers keynotes on Negotiation, Persuasive Business Presentations, and Storytelling in Business. He is the author of five international best-selling books and various video training programmes.

Learn more about David at www.DavidGoldwich.com.

The only thing that will cause you not to freeze in front of a big audience will be the deep down knowledge that I have practiced and exercised this thing over and over and over again. Big match temperament is not born but created through the discipline of repeated exercise.

5. Surround yourself with a POSITIVE COMMUNITY

Lastly you must do yourself a favour to surround you with people who talk you up and not down. Distance you as far as possible from the PHD-people – the Pull Him/Her Down people. Sometimes you have such a family member or spouse and it would be difficult to get them out of your life, but at least you can choose your group – make sure therefore that there are more positive people in your life than negative ones.

They do not determine you, but you can make it easy for yourself to function in a positive circle of influence/influencers who believe in you and cheer you on.

A person with a positive self-image will also listen to the most negative feedback from enemies, weigh if there is any truth in it and use it to grow and improve. They act upon it if they discover that negative feedback is valid.



Lastly: What about arrogance?

Arrogance is step 1: A strong self-belief without the discipline of steps 2-5. Arrogance is usually a dead give-away for a low self-image. A person with a strong self-image projects him/her with confidence, not arrogance.

A self-confident person's actions speak for themselves and he/she doesn't have to brag about it!

Use these five steps to build your self-confidence and self-projection.

Dr Gustav Gous, CSP is an International Motivational Speaker and Executive Life Coach whose experience spans 5 continents. An in-house counsellor for petro-chemical company Sasol for 9 years, he is known for his transformational leadership programmes such as "Short Walk to Freedom" held on Robben Island, South Africa.

A former President of the Professional Speakers Association of Southern Africa, Gustav is also a member of the Asia Professional Speakers Singapore (APSS).

He specialises in rolling out Diversity Intelligence interventions for international companies via the Diversity Intelligence Institute and can be heard on national Radio RSG FM 100-104 "Fiks vir die lewe" which touches the lives of many South Africans.

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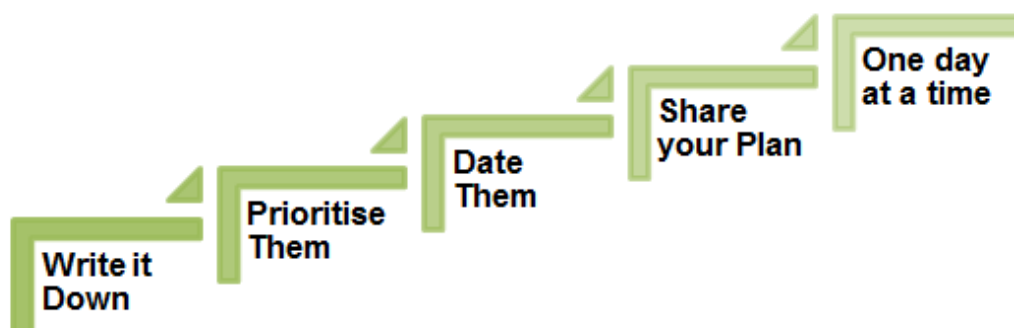
Websites: <http://www.gustavgous.co.za> | www.diviin.com



Whatever it is that you have been putting off starting this is the year to get things done. We all have a mental list of things we want to achieve but we just don't seem to be able to find the time or find the motivation to get things done.

I am just the same as you but in the past twelve months I turned things around by doing things differently which saw me breaking my old habits giving me the opportunity to get more things done. Here's what worked for me, I am confident that this will work for you too.

1. **Write it down.** Get your goals out of your head and write them down so you can see them staring back at you. Make a list of twelve things that you want to achieve in the next twelve months. Just twelve. Your goals should be achievable, not those crazy hairy ones that won't happen but genuine goals that can be done with some planning.
2. **Prioritise them.** Shuffle your goals around on paper and number them from most important to least important. The order may change and that's OK too, but for now number them. I put the hardest goals first and made sure I had some smaller goals that I could easily do in a month. You need to achieve smaller goals to gain momentum to keep the bigger goals on track.
3. **Date them.** Twelve goals over twelve months, now add a date to each so you can plan your year ahead. You may have several goals planned to be finished by June and that's OK too. You don't need one goal per month; you just need to give yourself permission to work to a date. Write it up on a single piece of paper so you can see your plan.
4. **Share your plan.** You need an accountability buddy, someone who will push you. They need to understand the importance of your goals to you and understand that unless they are hard on you, they will be letting you down. You need to talk about your goals with your buddy every day; that is the secret to staying on track.
5. **One day at a time.** Allow yourself five minutes at the start of every day to check in with yourself and make sure your goals are still what you really want. If not change them, it's better to make a new goal that will inspire you to success than stick with a goal that no longer has any merit.



Working this way, I achieved more than I ever had and most importantly removed the road blocks that stopped me from achieving my goals in the past. The two goals that I am most proud of in the past twelve months are writing and publishing my book and going to the gym five days a week.

For me it was about writing something every day to finish the book and just turning up at the gym. One day at a time.



Geoff Grist is a licensed real estate agent working with motivated sellers who embrace his six step process to have their homes sold above market in thirty days or less. Geoff has authored three books and won a coveted Testra Award for Best Small Business in NSW.

Geoff has travelled to 139 countries around the world but these days loves nothing more than selling homes in Mosman and making his clients smile.

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"Capture the Moments that Matter" @

The times of social media being jammed into the world, everyone gets to see more about you instantly. With that in mind and assuming that you use social media, what does your profile picture say about you?

A couple of things to consider about your profile image – am I wanting to be seen as a business professional or is this more personal? How approachable do I want to seem? Where would I like to have my image taken to portray me and/or my business appropriately, how much Photoshop editing do I think will be applicable and finally will a "Selfie" portrait cut it or should I use a professional photographer?

If you decide to use a professional photographer, you should ask them about their photography style and view their website to assess if their final products are what you want. Also, price does come into the equation.

NEG photography likes to capture people very naturally, so in the first interview with a client, I ask these questions:

1. **Do you normally wear make up to work every day?**
2. **Do you wear glasses?**
3. **What emotion do you want to portray to your clients? Do you want to seem approachable, stern, professional, but fun?**
4. **Studio or a different location**
5. **What orientation of photo do you need (Portrait or landscape, or both)?**
6. **What size files do you require?**

The last thing, as a photographer, that I want to capture is someone that is feeling out of their comfort zone. For example, if a client has lots of make up on, when normally they wear none. Not only do the people looking at your business card raise an eyebrow, but you are not feeling relaxed during a shoot. This can make for the uncomfortable feeling, resulting in awkward photography poses and facial expressions. Not what we want for you or potential clients.

Finally, one last question to ask yourself; when did you last update your profile image?

We change – yep we get older. So you need to update your profile at least every 12 months. Two years at the most. You cannot be 40 and have a profile image of you when you were 25. Your face is your business. This is the first thing people recognise about you when greeting you. Give them the image to make your first greeting more comfortable and recognisable.



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

Every business owner wants to know that their brand is safe and that they can stop a competitor from trading on their hard earned reputation.

So, imagine going through the lengthy trade mark application process only to find your application is rejected and the efforts, time and money you invested have gone to waste. Worse still - you have lost your important place on the Trade Marks Register which could mean that a competitor has its similar mark ahead of your application.

The application process for trade marks in Australia takes a minimum of around 8 months. This is usually the minimum time frame wherever you are in the World too. Also, no refund is provided by the Trade Marks Office if it ultimately rejects your application.



So, for peace of mind that you have the application right in the beginning, make sure you have had the necessary research done, understand the criteria for registration and the trade mark will likely be accepted by IP Australia.

The following guidelines will provide you with some helpful tips to consider before applying for a trade mark in Australia or generally anywhere else in the World:

1. Conduct a thorough search of Trademarks Office database Register

This will help you discover whether there are any already existing registered trade marks or pending applications and confirm that you are not infringing any existing trade marks and that any application you file is not likely to be rejected. This can be critical as *similar names are also relevant*.

2. Avoid using common signs

Commonly used phrases and descriptive words are often rejected. These include things such as:

- Surnames: a surname is generally regarded as common if it has been used over 750 times in Australia.
- Geographical names: for example, a country such as Australia or a suburb such as Wynyard.
- Commonly used phrases: for example, "go green" for environmental services.
- Words that describe goods or services: for example, "cool" for air conditioning

So selecting something unique to your industry will usually get you through.

3. Avoid prohibited signs

Pinnacle TMS recommends that companies and businesses avoid attempting to trademark prohibited signs such as flags (e.g., the Australian flag) and hallmarks.

There are other restrictions that may prevent your application from being accepted by the Trade Marks Office that you need to be wary of.

Don't waste your time and money on a trade mark that will be rejected.

This is particularly important if you intend growing your business and filing applications for your trade mark in other countries and want to use the Australian application/registration as the base to do that.



Pinnacle TMS®

Suzanne Harrington is a Growth Protection Strategist/Trademark Specialist at Pinnacle TMS and #1 Amazon Best Selling Author of **Trademarking Your Business** based in Sydney, Australia. Her 20 plus years of experience enables her to assist businesses of all sizes to avoid business identity theft.

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or at <http://www.pinnacleTMS.com.au> and download a free chapter of her book.

Facebook's Q3 2015 Earnings Report announced 100% video growth in just six months, with an average of *eight billion daily video views* from 500 million people* and they expect video to be well over 70% of user activity by 2017. We *know* speaker videos = important marketing, more videos are being made and watched on mobiles, virtual video tools such as Periscope and the massive rapid global growth of Blab.in Beta in Q4 2015 show that we like a talking head ... "But what kind of speaker impact do YOU make on the small screen?"

Professional speakers must recognise the difference between live-stage speaking vs. small screen presenting. Then translate on-stage brilliance to create the on-camera connection you want!

So here are seven **Next Generation Presentations Skills™** golden rules for the silver screen to ensure your Confidence on Camera when you create and present your videos, vlogs (video blogs), vmail (video email) and virtual meetings to boost your business and build your community Tribes in 2016 ...

1. **Video is one-to-one connection** with a viewer for individual consumption - but know you can't please everyone. You have seconds to grab and hold attention, so serve your viewers. Stop showing off, create for and focus on them, not you.
2. **Stop writing, start chatting** - use sound-bite sentences with words you'd *really* say – not words that read well or sound super-smart on stage. Keep it simple; avoid literary lingo (*and slang!*).
3. **Stop pondering to make it perfect, start improvising on a core Newspaper Headline theme.** Pick one key point and challenge your viewer. 'Top and Tail' wrap your core video theme and draw us in with your speaker intrigue and then film it all.
4. **Make it intimate with *real* Emotional Connection** – use your on-stage emotional impact but shrink it to show on your face. Practice the emotion, 'look and feel' mood and performance on that smaller scale in the mirror – do you believe you? The mean-machines-camera-and-screen 'steals' 30%+ of your energy just by projecting you 2D, so use that close-up eye contact and expression. Be who your viewer needs you to be - to believe in, trust and like you in *your own way*. (Free help exercises are online at www.Confidenceon.Camera)
5. **Connect *through* the camera** with the appropriate energy level rather than staring, glaze-eyed *at* it. Talk to your favourite, real person on the other side of the screen. And *please* find the times to **SMILE** – even if your topic is deadly serious, you don't always have to be!
6. **If you 'go wrong' – keep going to the end.** No one will know unless you panic and show it on your face and it could look great! "Carry on confidence" can make you more relatable and real, so stop judging yourself as 'wrong'. Drop the ego and learn to laugh at you!
7. **Be kind to you and look for "What Works?" for you on screen.** You'll always spot what you don't like – get over it, learn to #BeFlawsome (*have your flaws and do them Awesome 😊*) and #StayPlayful - we share fun videos! Even when video training a specific difficult skill, you are allowed to #PressPlayPresent on screen. Yes - come across as professional, dress the part, but please never be dull ...

You're never going to build your Speaker Tribe these days without online video ... Now is THE time to make a positive impact as a speaker *and* video star. In 2016 - PIY (*Present It Yourself*), film social media DIY with smartphones and build your Speaker Success on Screen with *your* Confidence on Camera!

Ref: *<http://techcrunch.com/2015/11/04/facebook-earnings-q3-2015/#.6oaqgv1:LoIA>

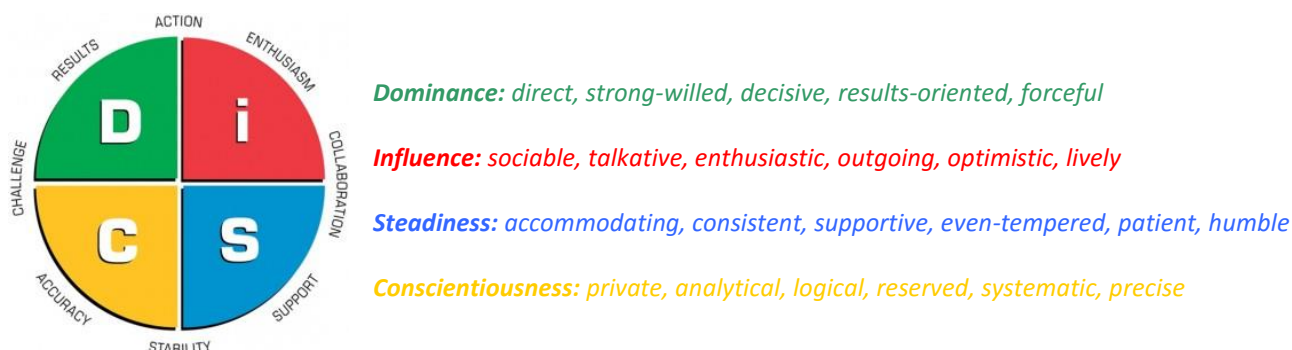
Lottie Hearn speaker, trainer and author of the first interactive guidebook to present on video with "Confidence on Camera" is the Next Generation Video Coach™ helping business leaders, organisations and experts boost business with www.Confidenceon.Camera
Connect @pressplaypres <https://twitter.com/pressplaypres> + Virtual Video <https://blab.im>
 Like Facebook <https://www.facebook.com/pressplaypresentations>
 Lottie is also 2016 President of the Professional Speaking Association Ireland Branch:
<http://www.thepsa.co.uk/regions/ireland-region/> | <https://www.facebook.com/psaireland>



The DiSC profile has been used for decades to help people understand themselves and others.

These highly personalised and cost-effective profiles help you gain insight into your own behaviour and that of others, encouraging more positive relationships and effective workplace cultures.

The four primary dimensions of behaviour are:



Research indicates that most of us tend to lean toward one or two of these four dimensions.

The DiSC profile helps you understand your habits and behavioural tendencies. It can help you learn to recognise and understand the behavioural styles and strengths of others.

You can learn when to adapt your behaviour and develop strategies to improve your interactions with people, within the workplace or when dealing with clients.

Whatever your DiSC personal profile is, it's perfect for you, we're all different. There are no good or bad profiles.

There are two basic needs that influence how people behave in relation to one another:

1. The need for affiliation and 2. The need for control

Have you ever had a discussion with a client, partner or employee that just didn't click?

Sometimes being yourself will work just fine for you and other times it just doesn't work.

When being yourself doesn't get the positive results you are after, you need to be able to adapt your thinking and behaviour to be more effective. It's not about being manipulative, but adapting your approach.

Would you like to know how to communicate with people in business, at work and in your personal life, regardless of how different they are to you?

- Knowing your own DiSC style is helpful in understanding your own natural behavioural tendencies and how to meet your individual needs. But when building relationships with others, knowing how to adapt your behaviour to improve relationships with other people improves communication and creates win/win solutions.
- Each individual has a primary DiSC style but we can all display aspects of the other styles. DiSC can give you the knowledge to practise those behaviours so you can adapt when you need to.
- DiSC behavioural profiling is not intended to be used to label or pigeon hole people. It's a way to help us understand their needs.
- One of the great things about understanding the DiSC model is that you can learn to read people and recognise their DiSC styles.
- Be aware that people are a mixture of styles, so sometimes you may not read it correctly. Pay attention to body language (posture, use of hands, facial expressions), tone of voice and expression (pace, inflection, volume) and the words chosen to deliver the message.

"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength, mastering yourself is true power." —Lao Tzu



Karen Hillen has over 20 years' experience in human resources for small business, not-for-profits, public sector organisations and private enterprises. She is passionate about helping businesses get the best out of their team and that staff are happy and engaged at work. She provides a range of HR services to SMEs.

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As a public speaker and sales trainer, I have taught millions of career sales professionals how to effectively sell their products and services. But, more importantly, I have helped them understand that they must **sell themselves first**. And that's a lesson I would like to share with everyone on the planet.

Everyone is in sales. You may not want to believe me because you think "selling" is a nasty word or dishonourable profession. Perhaps you've had a bad past experience with a salesperson who matches Hollywood's description of the stereotype - pushy and manipulative. All I can say to that is please don't pre-judge this topic. Understanding it can mean the difference between the rest of your life living in mediocrity or living the successful life of your dreams.

Whether you like the term or not you are involved in selling. You start selling the moment you open your eyes in the morning. That's what self-motivation really is. You sell yourself on getting out of bed on time. Completing just that one simple activity can make or break your day.

You sell yourself on keeping your skills fresh, on saving money, exercising, eating properly and doing all those things that you know will make you a better you. The most important sale you will ever make is the one you make to the person in the mirror. **Once you believe in yourself, anything is possible.**

Before you go out to sell yourself to others, though, you have to do what every professional salesperson does - prepare. It's human nature to judge others. We're sizing ourselves up in comparison to the other people all the time.

It's like we're all playing a game with points. You lose points on bad hair days and gain them when your shoes are shined. When interacting with others, you want to keep your points on par with or higher than theirs if you want them to "buy" you. People like to do business with people who are like them.

If you're not having much success in getting what you want out of life, take a glance in the mirror. Would you buy whatever you're selling from that person? If not, give serious consideration to making some changes in how you present yourself to others.

If you're in a relationship, you sell yourself to your spouse or significant other. You want them to "buy" the value of the bonds you have created every day, not just on the day you get married. People who fail to continue selling themselves to the others in relationships often bring about the end of those relationships.

If you have children in your life, you sell those kids on everything from your values to doing well in school to eating healthy foods and picking up their toys. That is unless you're one of those domineering parents who get things done through fear. Please note that when that's the case, as soon as those kids get out from under your watchful eye, they will not likely continue to "own" your values because you didn't ever sell them.

You sell your friends on where to have lunch, what movies to see, books to read, or recipes to try. In these instances, the word "sell" might be substituted with the word "recommend" but it still means selling.

Every person on the staff of a business is in sales. You sell your co-workers on your character and your dependability. When they "buy" you (spelled "trust"), work gets done quickly and efficiently.

No matter your position in a business, it's critical to be well-prepared to sell yourself first.

Tom Hopkins, CPAE is recognized as "America's No. 1 Sales Trainer". His sales training books, audios, and videos have launched the careers of millions of sales professionals worldwide. His how-to selling skills are proven effective in all types of industries and economic times.

Tom has authored 18 books on selling, salesmanship and success. To learn more about how his nuances of selling can make a positive impact on your career, read his blog: <http://www.tomhopkins.com/blog> or contact him in the United States.

Phone: 1 800 528 0446 or in Chandler, Arizona 1 480 949 0786



For decades I chased sales; pursuing prospects and following up rigorously. But many view 'sales' with suspicion and I felt traditional sales methods made me appear a little desperate and put me in a subservient position.

With 'pull' marketing becoming so effective it made sense that 'pull' sales was worth exploring. We did ... and it worked.

Traditional sales ideas are still relevant but need reframing around new sales positioning, attitude and emotional involvement.



Positioning is about being the relevant expert you are.

- Take the time to make your message clear and focussed on your chosen market.
- Focus on fewer prospects and go deeper on preparatory research. Be knowledgeable and relevant to that industry's challenges while suggesting solutions and you will be welcomed for discussion as an equal, not as a sales person presenting.
- Initial small talk is not so welcome any more. Cut back on the rapport aspects and go straight for something that will grab attention and be relevant to them as a business person. A fast deep impression brings deeper conversation quickly. Have a view point and be willing to challenge. Once they are interested they will naturally find out more about you and your business. It creates a position of equals.
- By always talking solutions big picture people such as senior management are attracted. Showing measurable and trackable outcomes that can become permanent are compelling.

Attitude was my most significant change.

- It was hard to stop chasing but doing so drew me back into lower value shorter contracts. I resolved to 'put myself in the way of opportunity' instead. I chose strategic places to be and events to attend, people to meet or events I put together to bring like-minded people into the same room. Then I simply let out the very relevant expertise that I had worked hard to create and let fellowship begin. It allowed me past defences and to be viewed as an equal in conversation. You can achieve this too.
- Challenge existing thinking and bravely offer new ideas and hint at how they can solve those challenges – always solution and 'them' focussed. Those with open leader's minds welcome such thoughts and progression towards doing business becomes natural.

Emotional involvement uses up limited energy and time.

- Caring less about the outcome means a diary note and no more involvement or energy until then. Put 'worry' energy into more productive areas. It's strange but people want you more when you seem to care less.
- When you re-approach do so as an equal, simply finding out how things are going. Provide an easy out as things often take longer than expected, demonstrating more understanding and building the relationship.

This pull approach has yielded big dividends.

Bill adds the missing pieces to your sales jigsaw and can show people that don't like selling but have to anyway how to by being themselves.

For some fresh ideas [download our eBook](#) or go to www.3piecesales.com.
He is happy to talk if you call +64 27 457 3796



We are sometimes suspicious of ambition and quite rightly so.

Shakespeare's plays, grand opera, great films, even Star Wars, endure through the ages as cautionary tales about ambition. They enthrall us with grand stories depicting the tragic consequences for those whose ambition overtook their ability and the fallout for those that were in the way, allies and enemies alike. This ambition is for power, respect, money, or even love.

If someone referred to you as being ambitious, would you be entirely comfortable? You would be headed for great achievement in the conventional sense, but people may be wary of your emphasis on your success and suspicious that it is gained at the expense of others. You may moderate your ambition, because the price you pay may be too much.

But maybe you are not ambitious enough. Even if you achieve your ambitions, modest or grand, will you be where you really want to be? Most of my clients have developed elaborate plans and strategies to get to where they really want to be: to be at peace. They make great sacrifices to be there: their free-time, their relationships and surprisingly, their mental health. This calm and inner peace is due to be achieved some time in the future after great struggle and only after some very challenging goals are reached. They don't lack ambition in the conventional sense.

But this is a very unreliable strategy and there are casualties along the way. And even if you got there, would you actually have what you really want?

So I ask them: "Why not be happy now?"

To be truly happy does require ambition, but ambition in the right things: Ambition to truly know who you are, and courage, courage to look inside, to find the source of all experience. Are you ambitious to be compassionate, to be committed to the welfare of others? Are you truly curious about the world and open to all it has to offer? Are you serious about finding calm and inner peace?

If you were serious, then you would look inside for the answers that you seek. Your mental state would take centre stage and would be fiercely protected. And curiously, if you could find this inner calm, then everything else would naturally fall into place.

Are you ambitious enough?



Mark Jamieson, MBA is a speaker, author, trainer and coach who helps organisations attain clarity, insight and effectiveness in their work.

His latest book is "**CALM – the key to clarity, connectedness and presence at work**".

Based in Singapore, Mark can be reached at mark@thecalmrevolution.com or visit <http://www.thecalmrevolution.com>

Avoid Negative and Respond Positively - As you get into the habit of ignoring the negative, you will have more time to focus on the positive.

Breaking Old Habits by Forming New Habits - Rather than focus on breaking "old" or "bad" habits, one should put more energy into creating new habits and practices that are beneficial as well as nourishing.

Choose friends wisely - If one wishes to be truly happy, it is best to choose to associate yourself with those that encourage and support you.

Dare to Dream - Live the Life that you want. Keep the motivation to live your dream by focusing on the positives in your life.

Enthusiasm is Vital - By being passionate, grateful, positive, proud, creative, proactive, reasonable, patient, enlightened and evolving, you will be able to accumulate an incredible amount of enthusiasm in your personal life.

Family and Friends are forever - Be grateful to those that have helped you get to where you are today as well as who you have become.



Giving and Receiving - There is always a time to give and a time to receive. While giving to those that we care about is a way of expressing our feelings towards them, it is also highly important to honour one's own needs and desires as well.

Happiness within us - By accepting who you are as well as letting go of your expectations, inner struggles and frustrations, you will be well on your way to finding personal happiness and inner peace.

Inspire yourself and Inspire others to be their Best - By being true to yourself, sticking with what you love, expressing your enthusiasm and excelling at what you do best, you will find yourself surrounded by those you influence.

Just do it - Accomplish what you First Set Out to do. Set small goals for yourself and take one step at a time.

Keep on moving - Get It Together and Never Give Up. One of the most important skills that an individual can have is perseverance.

Love yourself and be loved in Return - Celebrate your past, indulge in your desires, let go of your mistakes and embrace your future.

Make things Happen for yourself - You are responsible for what happens in your life and it is up to you to take the first step.

No to procrastination - Stop Thinking, Start Doing. Important to plan accordingly and take small steps towards completing your goal

Opportunity is everywhere – Make your own Future .Recognising an opportunity is the first step towards success.

Practice Makes Perfect - Although it may not always be an enjoyable experience, deliberate practice makes perfect.

"Quitters Never Win and Winners Never Quit" - Before you even think about quitting, you must ask yourself a few questions. Have you put enough effort and time towards completing your goal? Have you done everything possible to complete your goal? Set a goal for yourself as well as take steps in order to achieve that goal.

Reach your Target - Time is your most precious asset when it comes to goal setting so be sure to plan accordingly; make your time frame for completing that goal realistic.

Smile from the Heart - By being in close proximity to individuals that are more positive than others, the exposure to positive energy and bright smiles will be most certainly contagious.

Take Chances to Live a Better Life - Take your chances today; go after your dream job, escape from your toxic relationships and strive for what you really desire in life!

Understand and Respect Others around You - By being able to understand what others need, we will better understand others and work towards being at peace with one another.

Value adding - As you begin to take those steps to contribute to those around you, you will certainly notice how it makes you feel about yourself.

Willing to reach your goals - Always strive for what you want in life, fight for what you truly want and stay positive, regardless of what obstacles life may throw at you.

X-(ac)celerating in Life and Moving Forward - Driven individuals are continuously striving to do at least one key task better and by doing so, you may have a history of doing what you do very well.

You make a Positive Change every Single Day - You have the power to control your attitude, how to behave, what to say and when to say it. Use this power to your advantage and make a difference in your life today.

Zero In and Focus on what is most Important - Important to know when to stop and focus on what is most significant.



Santhanaram Jayaram MBA is fondly known by his clients and worldwide contacts as '**RAM**'. Laughter Coach with Inspired Life Academy, he conducts workshops, runs seminars and creates event energizers.

Obtain a free download of chapter one of '**Ram Up Your Laughter**' at <http://ramitup.com/ram/wp-content/uploads/2013/01/0000002149-sample.pdf>

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Do you work with customers that you love? Customers who are loyal, profitable, easy to do business with, and who continue to do business with you year after year? Isn't that just the business dream?

Finding these perfect customers comes down to our referral strategy and our marketing. The marketing strategy for many small businesses is scattergun at best, at worst non-existent. This can cause stress about where the next client is coming from. Is a laser focussed, effective marketing strategy only the domain of large corporations with massive marketing budgets and plumped up teams?

Creating a **Customer Avatar** can both simplify and amplify your marketing message and create a stream of targeted customers who beat a path to your door.

What is a Customer Avatar? This is an image of your ideal customer, the person you are targeting as your best-fit client. The more you can describe this perfect-fit client, the more you can target your entire business approach to appeal to them.

Targeting 'everyone' will dilute your efforts and lead to vague and unspecific marketing messages that paradoxically will appeal to no-one. Directing your business to 'business owners with 15-35 employees who are keen to grow their business' is far more targeted.

Drilling down even further creates even more focus. Enter the avatar – a description of the persona of your ideal client. Your marketing message then becomes a conversation that's very real and appealing to your target market.

At AchieverNet, one of our 2 avatars is 'Business Bob, a 55 year old business owner, married with adult children. He's built his business through nouse and pure street smarts. He's successful but determined to go for the last hurrah! He'd love to have someone to hold him accountable as well as make his business life easier'. That's just a quick overview of Business Bob's character.

We love Business Bob. He makes our life easier. He's a real good guy and someone we like doing business with. He's real to us and we can talk with him intimately through our marketing messages. We target him through our referral strategy and he willingly responds. He likes us too. He feels we're in perfect sync with where he's at and we have the perfect product for him.

Who is your Corporate Kelly, At-home Anna or other ideal avatar for your business offer? Taking the time to get clarity around who you're targeting will help you niche into your hot-spot market.

The New Year is a time for re-definition. Grab a notepad, sit under a tree and define your perfect Avatar. So you can start a conversation with them in the New Year. A real conversation - one they will listen to.



Sharon Kaibel CSP provides business growth partnering and programs to help business owners who are overworked, whose staff is underperforming and who are not making as much profit as they would like.

Sharon provides targeted programs that provide purpose, performance and profit. One of her clients this year added \$500,000 to their bottom line as a result of her program, another tripled their business, adding \$millions to their turnover. And that's just scratching the surface.

Contact Sharon on +61 411 690 838 and download her **FREE Resource: 6 Steps to Clarity** to start strong in 2016 at www.achievernet.com/6-steps-to-clarity | Email sharon@achievernet.com



NISHANT KASIBHATLA Digital Detox for Peak Performance

If you keep clicking the 'refresh' button repeatedly on your mobile devices and screens, you can spend the whole day reading newsfeeds of friends, looking at pictures and watching videos. This is getting so addictive that many people simply can't imagine a day (or even an hour) living without the constant 'digital updates'.

The technology addiction can be rewarding (at least temporarily), but it can seriously hamper your performance. If you want to experience a truly relaxing and refreshing time, I urge you to do a digital detox.

Digital-detox is now an official word in Online Oxford Dictionary: *"a period of time during which a person refrains from using electronic devices such as smartphones or computers, regarded as an opportunity to reduce stress or focus on social interaction in the physical world".*

That sums it up. A digital detox means taking a break from all digital devices – phone, tablet, computer, television, mp3 players etc.



A digital detox, when done regularly, will help you to focus better, train you to be more self-disciplined, give your brain the break it badly deserves [and who knows, it could even help you to come up with your next million dollar idea!].

Here's how you do it:

1. Decide a time slot of 30 minutes (say 8.00pm to 8.30 pm)
2. During this time slot, refrain from using any digital device. Disable all notifications.
3. Give your phone to a family member and let them answer the calls during the 30 minutes.
4. You can do whatever you want to do (except using digital devices, of course): spend time with a family member, write an article, take a walk, exercise, read a book etc.
5. You will be tempted multiple times to reach out to your phone. Resist the temptation, at all costs.
6. Do this for a week.

If you do this every day for a week, you will be pleasantly surprised by the whole experience. You will feel great, exercise your 'attention muscles' and boost your willpower. ***More importantly you will realize that you can, at will, turn off all the 'noise' when you really need to focus on a big project.***

Incorporating Digital Detox sessions in your daily schedule will dramatically improve your focus and performance.



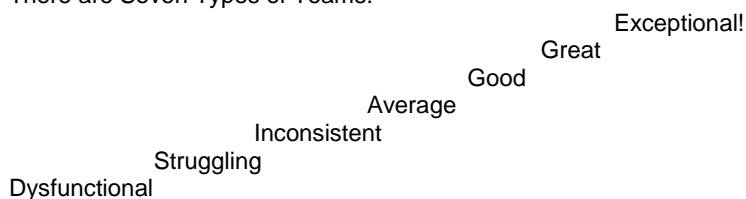
Nishant Kasibhatla CSP (Certified Speaking Professional) is a Guinness Book Record Holder (2011), Author and a Grand Master of Memory based in Singapore.

In the last 20 years, Nishant has delivered keynote speeches, workshops and training programs on Peak Mental Performance topics such as memory improvement, speed reading, focus and motivation in 20 countries across 5 continents to organisations, schools and individuals from all walks of life.

Learn more at: <http://www.RememberNishant.com>

A Blueprint for Team Success

There are Seven Types of Teams:



An Exceptional Team has **high performing people** who produce **excellent results**. This article will reveal seven critical success factors that enable teams to achieve these two outcomes and move up the Stairway of Team Success.

Go through each section and give yourself a score for each Sign. This will help you identify team strengths and highlight areas for improvement. Create plan for each of the 7 Signs and you too can build an Exceptional Team.



Sign #1 Engaging Leadership

Exceptional Teams have Engaging Leaders who are able to connect with their people and lead, influence, manage and motivate them towards a positive future. As the old Greek saying goes, 'A fish rots from the head first', and this is also the case when it comes to teams. An Exceptional Team 'thrives from the head first' with the help of *Engaging Leadership*.

How engaging are your managers?

Disengaging Leadership	0	1	2	3	4	5	6	7	8	9	10	Engaging Leadership
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #2 Crystal Clear Strategy

Exceptional Teams are 'crystal clear' about: where their team is headed (vision and mission); behavioural and performance expectations (values and goals); how they measure progress of team members and the team as a whole (personal and team KPIs); and how they will monitor results (regular team and personal performance feedback). Exceptional Teams not only have a great strategy, they over-communicate it so that everyone is crystal clear about their roles, goals and expectations.

How clear and well-communicated is your strategy?

Random Strategy	0	1	2	3	4	5	6	7	8	9	10	Crystal Clear Strategy
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #3 Positive Productive People

Exceptional Teams have positive, productive people who don't rely on extrinsic rewards or micro-management to do their job. They have a sense of urgency and have a 'can-do' attitude. These characteristics see them focussing on solutions rather than problems. Positive Productive People are self-motivated, optimistic and encouraging of others. They bring positive energy to a team environment.

How positive and productive are your people?

Negative Unproductive People	1	2	3	4	5	6	7	8	9	10	Positive Productive People
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #4 Quality Team Relationships

Exceptional Teams get along well and communicate effectively with each other. They develop and maintain quality communication and proactively promote positive relationships. 'Quality Relationships' is part of their values set, and people are encouraged and enabled to develop self-awareness, empathy and trust with one another.

How would you rate the quality of your team relationships?

Strained Relationships	0	1	2	3	4	5	6	7	8	9	10	Quality Team Relationships
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #5 Highly Engaged Employees

Exceptional Teams are full of people who love their job. They find their work stimulating and a challenge that enables them to achieve pre-determined goals. People recognise that what they do makes a positive difference and feel acknowledged for their contribution to the success of the team. Employees rate their employer highly and are great ambassadors for the company brand.

How engaged in their work are your employees?

Disengaged Employees	0	1	2	3	4	5	6	7	8	9	10	Engaged Employees
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #6 Excellent Teamwork

Exceptional Teams are efficient and effective because people work together well. There is a strong sense of community and uniqueness that makes people feel they belong to a 'tribe'. Exceptional Teams engender a sense of belonging, trust and mutual respect and a collective commitment to team goals.

How well do your people work together as a team?

Poor Teamwork	0	1	2	3	4	5	6	7	8	9	10	Excellent Teamwork
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



Sign #7 Uplifting Culture

Exceptional Teams have an Uplifting Culture where people 'lift' each other with their thoughts, words and actions. You can feel the positive energy when you enter a workplace with a 'LIFT' culture. It is this feeling that attracts and retains great people and enables outstanding results.

How uplifting is your workplace culture?

Deflating Culture	0	1	2	3	4	5	6	7	8	9	10	Uplifting Culture
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Total Score

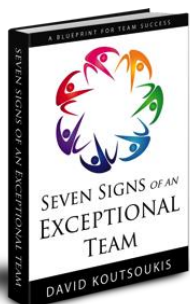
Engaging Leadership	Clear Strategy	Productive People	Quality Relationships	Engaged Employees	Excellent Teamwork	Uplifting Culture	Total

0-10 **Dysfunctional** 11-20 **Struggling** 21-30 **Inconsistent** 31-40 **Average** 41-50 **Good** 51-60 **Great** 61-70 **Exceptional!**

How well does your team rate?

Take your FREE Online Team Health Check at
www.davidkoutsoukis.com/assessments

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After studying the key drivers of thousands of people over many years, I have learnt how and why they get motivated.

Research suggests that people are either motivated towards goals or away from the threat of loss and is about 50% - 50% either way. The fundamental act of setting your goals and more importantly, in having goals is motivational and very promising to have in one's personal plans each year.

These two types of drivers are massively important to comprehend if you firstly want to be motivated yourself and secondly if you want or can lead a team to be motivated.

For many people this is a foreign concept and yet, is normal for others and particularly high achievers whom are goal or outcome oriented. These people are motivated, move with urgency, are focused and use words or phrases such as, "If I or we don't do X, Y or Z, we could lose all we have worked for or end up with less than expected or perhaps nothing!"

When I speak with teams and consult with companies, a look of shock can be found on their face and comments that often sound like *"How on earth can you get anywhere in life with GOALS!"*.

Motivation is "Motive to Take Action", so motive either away from or towards a goal. Here the key expectation is either hope or fear, then identify a system that can deliver focused action and don't get distracted. Let's look at goals as this is a popularised idea from motivators for many decades.

The first time I attended a goal setting program, I came away with a list as long as my arm and yet, I found it to be the most demotivating process because it (or I) kept failing at achieving my goals. Why did this happen? I found that the tasks were too vast and the amount of stuff I was not doing, left me feeling with no sense of achievement.

KEY INSIGHT: 5@5

The action system 5@5 was a significant way and answer to help me break this pattern of failure and underachievement.

Simply, take your long list of goals, identify and then prioritise the top five as the biggest payoff or benefit to help you take action. At the end of your work day, invest five minutes to confirm the five things on a post-it note as a visual reminder near your computer screen or in an area near your work area (or even in your shower) to remind you of what you have achieved.

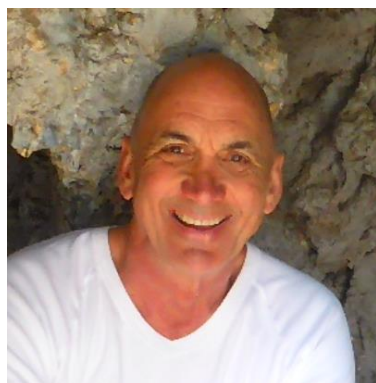
Why does this simple system work so well? It has you writing down your highest priorities every day and writing it out 'stamps it' into your brain. Doing it before you leave has your subconscious working on it while you are travelling home, sleeping and returning to the next morning's work day ... and you hit the road running and taking action when you get back into the flow of your goals that day.

On your post-it note you have six lines, you leave the last blank, and this is for 'Murphy's Law'. Murphy is the unexpected task that can turn up and you can expect it to happen. When it turns up, we say *"Ah, there you are"* and put it on the last line. Then it is not a disrupter but a normal part of things that need to be actioned each day.

Redoing the 5@5 post-it note each day you can identify tasks that keep getting moved to the next day and identify at the end of the week, whether you Do it, Dump it or Delegate it.

This idea comes with a guarantee of success and in 2016, it will inspire you to take more risks and gain the rewards that come from taking action on the goals you write down and achieve.

This idea comes with a guarantee of success!



John Lane-Smith, CEO Eclat People Solutions Pty Ltd.

Success through Team Cohesion – Sydney, Australia

John is a former Chapter President of the National Speakers Association of Australia (NSW/ACT).

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What are the building blocks of happiness - The drivers that maximise wellbeing and gear people and human systems toward flourishing?

There is no single solution; rather it is about engaging in activities that incrementally increase happiness and wellbeing. This is true, whether at an individual, organisational, community or country level.

Positive psychology has made headway to identify core ingredients of happiness. Positive emotions, engagement, relationships and a sense of meaning and accomplishment are all factors that can lead to a happy and fulfilling life. How people assemble those building blocks in their own life, company, community or culture is personal and unique. What is enjoyable, motivating and meaningful to one person differs from another.

I use the smorgasbord analogy: as leaders, future leaders, educators, policy makers or parents we can provide choices based on the current evidence and psychology and help nudge people toward them.



It is the small things people do every day that make a difference to increase happiness levels and each positive action or choice has an impact that can spread happiness within their social networks.

Nudge Principles

Academics Richard Thaler and Cass Sunstein drew on economics and the psychology of decision-making, to come up with Nudge Theory. In their 2012 book *Nudge: Improving Decisions about Health, Wealth and Happiness*, they outlined several ways institutions and governments can influence people's choices in small, significant and positive ways.

For example, a school cafeteria might try to gently nudge children toward good diets by arranging the healthiest foods at the front.

Whatever your view on the political and economic questions arising from this approach, we can certainly try to make life easier for people by providing them with choices that can make their lives better. A few simple options are best as too many choices can actually make us more dissatisfied.

One important caveat: when designing policies and initiatives that promote wellbeing behaviour we need to give people scope and support to choose what motivates and engages them as individuals. This means taking care not to be prescriptive.

For example, my team and I recently designed a mindfulness session for executives at a major Telco as part of their leadership and wellbeing initiative. Rather than advising them to practice a specific mindfulness practice that has proven beneficial and may have appealed to some not others, we showed them several ways they could practice mindfulness as part of their work and life. By making things simple, doable and easy to adopt and allowing participants to judge what suits them, they walked away feeling inspired, curious and willing to try some new practices and see how they worked for them.

This taps in to humans' need to make autonomous choices and select goals that are aligned with their interests, values and needs, a fundamental of Self-determination Theory. Such behaviour may be more intrinsically than extrinsically motivated and so more sustainable.

Sometimes well-designed and well-intended interventions don't produce expected outcomes. The degree of fit between the person and the intervention, or the environment and intervention, can be a critical success factor.

This is another reason to empower each individual, organisation or community with the tools to build happiness and wellbeing the way they see fit, within their own contexts and lives.

Positive Practices

So what are some of the practices people can apply to build happiness into their daily lives, friendships, families, workplaces and communities - those that can make significant differences over time?

We know positive emotions enable us to think and act more effectively. Barbara Fredrickson found they broaden and build our repertoire and resources, increasing resilience and creating an "upward spiral effect" toward greater happiness and wellbeing. Positive emotions can also make us more likely to adopt wellness behaviours. When we enjoy doing something we are more likely to think about and feel motivated to do it again. So encouraging people to find ways to experience and leverage more positive emotions is a core strategy.



This does not mean we should ignore negative emotions and the challenging reality many people face in workplaces and societies. Human flourishing encompasses more than a happy state and pursuing happiness can be a narrow goal. Our emotions and lives are complex and positive and negative emotions help us grow and become wiser.

Teaching emotional intelligence can give people the foundations to understand and make the best use of emotions in themselves and others so they can create more positive outcomes and environments.

People are also more likely to feel satisfied when they play to their strengths and feel engaged in what they do. When they cultivate supportive relationships, appreciate and savour experiences, people and things that are meaningful to them. When they live by their values, know themselves and work toward self-concordant and mutually beneficial goals. When their core needs for autonomy, competence and relatedness

are met so they feel motivated to realise their potential and become the best they can be.

Each time I hear a story from one of my students who has applied positive psychology to make a difference in their life and the lives of others, whether to handle emotions better, calm their child's nightmares, revitalise a failing marriage or shift their organisation's culture toward greater flourishing, I feel positive that each individual can make a difference to collective happiness.

If more future leaders of industries, institutions and governments knew the building blocks of happiness as well as how to apply them in ways that do more than lip service, we can certainly make the world a happier place.



Sue Langley is Founder and CEO of the Langley Group, including Emotional Intelligence Worldwide, Growing Great Schools and the Langley Group Institute. Sue is the first person to complete the Masters in Neuroscience of Leadership as a leading credential in this emerging discipline.

Sue holds a BA in Psychology and Management from Monash University and has studied positive psychology at Harvard. She has appeared in Smart Company, The Australian, ABC radio and expert on the ABC TV series, Redesign My Brain.

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I have just completed my second tour around India in twelve months. India is an extraordinary country. It is rich in history, culture and diversity and the everyday sights, odours and sounds astound and bemuse even the most experienced traveller (there is literally a unique photo opportunity around every corner).

There is also no denying the sheer chaotic nature of the many things that for us are ordered and regulated to the nth degree and that we have learned to take for granted. There is also the ubiquitous filth and poverty (which is why some Westerners can't wait to leave). Yet, transcending all of this is a veil of happiness, friendliness, acceptance and spirituality which is quite unlike anything I've experienced.



As anyone who has travelled extensively by road in India will tell you, it's sheer mayhem (not an exaggeration). Many roads are in a state of disrepair caused by harsh weather conditions and neglect. There are cars and scooters and rickshaws and cows and pedestrians literally every which way. There's a constant beeping of horns to let the car that's just about to hit you know that you are there so they can alter their course and just about hit someone else. There are cars overtaking on blind curves, trucks travelling along dedicated two lane highways THE WRONG WAY, cows stubbornly refusing to budge while horns sound from every direction ... yet

discernible anger is almost non-existent. India has the worst traffic accident rate of any country on the planet and in 2012 over 138,000 people were killed on the roads.

The amazing thing is that after having literally driven over 4,000 km (with a local driver) I rarely heard a cross voice raised in protest and NEVER felt the slightest hint of a threat of potential road rage!

Moreover, despite the widespread poverty and chaotic living conditions, just about every foreigner you meet will tell you that the majority of local people are friendly, helpful and happy which is one of the reasons they often return.

So, after speaking with a number of locals about the subject and from my own observations this is what I've learned about being happy from my travels so far on the Indian Continent.

People in India have an acceptance of what life throws at them. They accept that they cannot control everything that occurs. As well as this acceptance of chaos they also seem to literally embrace it, trusting that things will eventually work out (which they often do).

As an example, my wife and I had intended to travel by overnight train from Varanasi to Agra to see the Taj Mahal. Not unusually, the train was delayed due to thick fog. We were told it would be delayed for four hours, which meant that we could still visit the Taj the next day (albeit in the afternoon).

As often happens the four hour delay became a ten hour delay, which, in our minds, meant we would miss the visit to see the Taj as we were on a fairly tight schedule to leave Agra the next day.

As it happened, we were able to view the Taj Mahal early the next morning being among the first visitors for the day.

While waiting in line we were informed that the previous day (the day we were supposed to visit) was disastrous for visitors because it had been raining heavily. There were also about 40,000 visitors that day!

There we were waiting in a line of about 100 people in a little misty but pretty reasonable weather conditions.

From a number of discussions with locals it was apparent that a good measure of their happiness was derived from the very close relationships they had with their extended families. This family closeness promotes well-being.

It's a cliché but I learned that money of itself does not buy happiness or an inner sense of security. Yes, it would allow for more comfort and perhaps more options but I genuinely believe that it would not make them happier.

Most Indian people I met seemed very grateful for what they have. In fact, for a very poor country, Indian people rate themselves highly on happiness compared to many more economically developed countries according to a study conducted by Ipsos Global in 2012.

Underlying all of the above is that happiness is a choice. It's not what's going on around you that counts (the event is neutral – it's neither good nor bad) it's how you CHOOSE to react.

Phil Lee PM is a sought after teacher, speaker, writer, trainer and coach. He helps individuals and organisations achieve sales and personal performance increases. Phil can be contacted at info@phillee.com.au or on +61 418 247 155 in Sydney, Australia



Have you ever asked your employees what they think about you? Have you ever contemplated that perhaps they may not think very highly of you or have a complete opposite perception of what you think you have portrayed?

As a business owner it is important to consider these things because our employees are the face of our company, our brand, our reputation. Indeed, being the boss requires a certain level of self-confidence. To be at the opposite extreme of preoccupation of others' thoughts would be unhealthy and counterproductive.

However, as with anything else in life, balance is all. Some people are really good at reading someone's emotions, others not so much. For those of us who might not be as adept at quickly identifying someone's feelings, it would be beneficial to openly communicate with them. Oftentimes, employees are afraid to speak up and tell you how they feel. Even when questioned, most people aren't always so honest.

I highly recommend implementing an anonymous system where employees can be honest about how they feel about the company, management, etc. In our day and age, with endless amounts of meetings, events and so on, a topic like this is very easy to miss. Refer back to Maslow's hierarchy of needs if necessary when creating your survey.

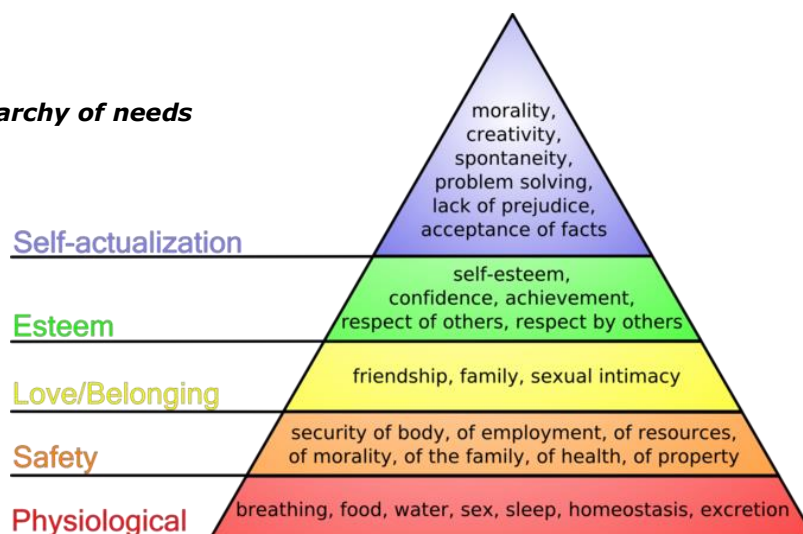
Employees who feel cared for and valued perform better. Who doesn't want that? While it may seem obvious to us that open communication is a part of the company culture, there are so many different factors that can play into someone's level of openness with their boss. It could be culture, family upbringing, really anything.

I'm one of those people - strangers feel comfortable telling me how they *really* feel. Although I don't mind, I always wonder what the employer would think, if they knew how their employee truly felt about them especially when I've only been working there for a day or two. This has happened on numerous occasions. That's why I think it's important to talk about it. Usually, what I have found is problems with miscommunication or a lack thereof between employee and employer.

Motivation is the hardest thing to keep up within a team but there is nothing communication cannot fix.

Cheers and good luck! 😊

Maslow's hierarchy of needs



Adriana Lopez is a freelance marketer, business strategist and student at CSU Chico pursuing her degree in Business Administration with an option in Entrepreneurship.

She plans to publish her story after selling her first successful business. Her upbringing and journey is inspiring which is the motivation for her book; to teach others that others can do whatever they set their mind to. An advocate for female empowerment, she has published a number of blogs.

View them at: <https://exquisitelybeautiful1.wordpress.com/>

Her website is: adrimarie.com

Entrepreneurs come in all shapes and sizes. While we possess commonalities, it is our individual talents that set us apart and allow us to thrive in the industry we are in.

In my journey through self-discovery and simultaneously growing in knowledge while pursuing a University education, I have noticed one commonality that we all seem to share; the desire to do it all. We are hard-working and self-motivated by nature; however we can't do it all. We wouldn't be human otherwise.

I have found my strong points through the internships I have been fortunate to be a part of during college. Innovating ideas, organisation and efficiency is where I love to contribute the most.

What I have found through over a dozen start-ups and small businesses I have worked at is the lack of efficiency. In business, time is money. For this reason, I find it so surprising more businesses don't focus on efficiency as much as they should or could.



What is my recommendation? If you are an owner of a small business, get in contact with University students such as myself who can naturally find areas for improvement. It never hurts to have a second set of eyes. Hiring a student to improve your efficiency standards at work can save you so much in the long run.

Look for students who have time management skills. Evaluate them by their LinkedIn profiles and the recommendations given by others. Efficiency is a small area, yet so important and beneficial.

In my current role as a fashion copywriter and first two weeks with a company, I implemented and changed five different procedures that hadn't been modified in the previous two years and two prior employees.

My employer was so busy, she was not aware that the role I had been hired to improve the firm needed modification. I found that innovation and efficiency were my keys to thriving thus I leave you with this:

"Efficiency is intelligent laziness" - David Dunham

Adriana Lopez is a freelance marketer, business strategist and student at CSU Chico pursuing her degree in Business Administration with an option in Entrepreneurship.

She plans to publish her story after selling her first successful business. Her upbringing and journey is inspiring which is the motivation for her book; to teach others that others can do whatever they set their mind to. An advocate for female empowerment, she has published a number of blogs.

View them at: <https://exquisitelybeautiful1.wordpress.com/>
Her website is: adrimarie.com



ROSEMARY MARCHESE 7 Ways to Function on very little Sleep

While we all know we need sleep and enough of it, there are times in life where sleep eludes us and we just have to get on with it. That's often when you see the coffee line build up. Getting enough sleep is so important for your health but also your work productivity. The problem can also be that you are so busy or stressed about the work you have to do the next day that you can't sleep! So, what do you do when the alarm goes off and you know you just have to get up? Try these tips to help you get by until you hit the pillow again.

1. *Get your blood moving*

Start the day with even a short workout. This is my top tip. Exercise will boost your energy levels and gets the blood (and therefore the oxygen) pumping around the body. Your brain can't function without oxygen (well your whole body can't) so even a short workout will get you through at least the morning. Then I suggest you take another exercise bout, even a walk, in the middle of the day.

2. *Drink lots of water*

With fatigue comes dehydration. Adding some fresh lemon to your water can pep you up a little too. Dehydration will make you sluggish, so keep water at your desk. Also start the day with one or two glasses of water.

3. *Get outside*

Sunlight will set your body clock up ready for the day. It will improve your mood and give your immune system a boost. Sitting inside all day after little sleep is bound to set you up for a drowsy afternoon!

4. *Break your day up into chunks*

Staying focused on one task all day is going to lead to boredom! Monotony is the worst thing for a productive day and definitely not recommended if you are lacking sleep! I recommend no longer than two hours (with a short 5 minute break after 1 hour) on one project or task within a project.

5. *Have a cool shower*

Start your day with a cool shower and perhaps take another opportunity to have another cool, short shower during the day if you have access to one. If you are at work you can try splashing cold water on your face.

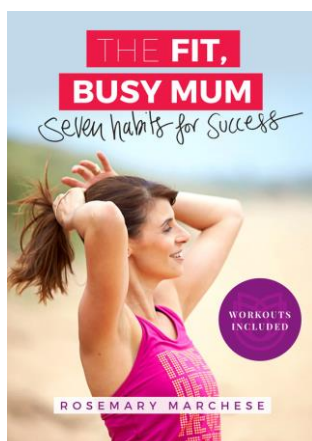
6. *Prioritise your day with important things first.*

Set up your day so that you complete important tasks when you are most alert. Push back meetings to a time that suits you if possible. Keep the day as simple as possible.

7. *Take a catnap.*

Schedule in a 10-20 minute catnap around 2pm even if you don't feel like it! This will help avoid the 3-4pm slump that is inevitable after a night of very little sleep.

Remember that minimal sleep is not recommended in the long term and is associated with so many health risks. Also, don't drive when you are tired! The key to having a productive day is to know your tired signs and plan your day to get the most out of yourself, but be reasonable.



Editor of Fitness Pro (formerly Ultra Fit) and Clean Eating magazines, Rose is a physiotherapist and successful author of two fitness textbooks.

Rose is a subject matter expert for the Australian Institute of Fitness, the leading fitness educational body in Australia. Active mother of three very fit children, her latest book is 'The Fit Busy Mum: 7 Habits for Success'.

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When you believe in yourself others can't help but believe in you too.

Today, I'm in the train to the city, with a mix of travellers - children, adults, students, and in my head there's a little song that hit the charts with "Herman's Hermits" ... yes, you've probably heard it, "There's a 'kind of hush' all over the world ... "

And there is this deafening muteness, as fellow travellers engage not with each other, nor are they drawing in the magnificent views of the Swan River as we whizz along, but they are in another world.

A world of hand held or plug into ear, technology.

Person-to-person connectedness has diminished, almost disappeared. Face-to-face acknowledgement and verbal conversation has lessened along with emotions and connectedness!

What's happened to human connectedness? We've done New Age, we are presently doing Technology Age and we must become alert to the Age of Human Connectedness – developing ourselves to be the best possible humans, enjoying and exploring our individual passion, getting the career and relationships which are satisfying and worthy.

Connectedness is crucial to positive mental health, belonging and personal and professional growth.

A key point of fragmented relationships - people have not learned the art of feeling with the heart and connecting through the soul. I'm not talking about religion, I mean connectedness.

In our youth we sought approval, confused as to what the complete model should be. Many felt if they had a measure of perfection and approval from their family, their emerging social world and career would follow. Too often that didn't happen.

Have you considered, when people are devoid of the love and approval they want they turn to addiction. Not initially, but over time seeking and searching for that something that will dull or falsely alleviate the feelings associated with inadequacies.

People who feel inadequate desire approval from outside sources, they yearn to belong and for a love that satisfies – this applies to their career, social life, finances, feeling of equality, lacking self-sufficiency or overly self-sufficient, excessive compensation and an inclination to please.

People who feel dissatisfied and inadequate become addicted to "needing approval" and spend countless hours seeking approval either directly or indirectly. They compare themselves to their perception of how others are creating and managing relationships, career, business ... and they exude an excessive desire to please and gain approval.

Why are people depressed, struggling and dying from chronic stress? If you are in a state of mind that fears, doubts and is anxious about making mistakes, you are someone who is in protection mode most of the time, with a need to frequently seek approval. Thriving at a heart satisfying level has been eroded out of existence. Coping has become the acceptable achievement in our global culture. Constant coping leads to disconnection, depression and addiction.

Addicted to seeking approval? Stop it. Approval from outside sources does not give us the love we want – seeking approval becomes an addiction - addicts are never satisfied.

Connection: The opposite of addiction is connection. Its connection people want.

Stop the conflict of not feeling good enough and learn how to connect to your inner sanctum gift of "self-approval".

Until you can fully love yourself there are always going to be difficulties in many areas of your life.



Sylvia Marina, ND - author of 6 books including "**Getting the Love you Want**" is known for her heart-felt approach as a speaker at personal and professional development seminars in Australia, New Zealand and 11 other countries.

As a published writer and twice awarded one of Perth's 100 Most Influential in small business, Sylvia has a unique approach to connecting people with their entelechy transforming their lives for the better.

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As a CEO of a Not-for-profit organisation you have probably noticed that it can be lonely, time consuming and you have probably had setbacks in your position. We all have setbacks in our life or things that do not go to plan. However, like me, you too can move forward from these challenges. When I was a CEO of a large charity I too had many challenges to overcome and what I learnt is to be resilient which means; *working through the challenges in a calm and focused way, minimising emotional responses, and thinking clearly on what you need to do to get through.*

It is important that you develop the ability to be **resilient** and get back up. Have the fortitude to survive – to continue on despite these challenges. Having the resilience to survive in your leadership position is a great starting point and a valuable attribute. It certainly comes in handy when unexpected stuff happens that you did not account for.

Yes, I acknowledge it can be tough dealing with many different personalities on a day-to-day basis and with so many tasks that you are juggling. However, developing resilience can help you **gain control** and lead to better decision-making in times of extreme stress and unexpected situations.



It is also important to develop an ethic of hard work. Okay, here I am speaking to the converted. I have not met a CEO in a NFP organisation that doesn't work hard. In fact, I would probably go as far as to say you are overworked. In saying this, we know that hard work is important for your success in leadership and meeting the organisation's mission objectives.

To build a successful organisation it takes **courage, commitment and patience**, as it does not come instantaneously. In the NFP sector it is still important to 'wear your shoe leather out' in acquiring funds. Without funds and resources how can the organisation deliver on its mission objectives? It simply can't. It is important to get on the phone and make 'fundraising' calls to gain donations and do the activity that is required, just like a for-profit business does.

Think of it this way. Say you are applying for Government funding for a program you want to deliver. When you are submitting your application you are competing against other organisations (competitors) who are applying for the same grant. So basically you are making a 'sales' call to the Government to get the funding you need to run the program.

You want to make sure that your application stands out and wins you the grant!

This will require a lot of thinking, which is hard work. Most people don't like to think, they want others to do it for them. However, in your position you must allocate time to think and think strategically. It will keep you **competitive and outstanding** in your industry.

Therese Markou, based near Sydney, has been a successful CEO of a large charity and held numerous community and government leadership roles. Her personal story of resilience has been a valued source of inspiration to thousands of people.

"Therese's ability to view things at a strategic level was valuable to me and our NFP organisation" ~David Jordan, Chairman, VPS
To find out more email her at: therese@markou.com.au or visit www.CEOMissionAccomplished.com.au



For CEO's Of Not-For-Profit Organisations Who Want
To Achieve Their Mission Objectives

THERESE MARKOU

THE MOST SOUGHT AFTER PRIVATE ADVISOR TO NOT-FOR-PROFIT CEOs

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The Not-for-profit sector covers a wide array of organisations that operate in many areas of society with an average of nine new charities being registered every day in Australia. They improve the lives of individuals, members, communities and society as a whole.

Today's NFP CEO needs to juggle the demands of the board of directors and everyday operations, whilst trying to keep an eye on the future, which in many ways is harder than running your own business or serving as a CEO of a traditional For-profit company.

Government grants aren't handed out like they used to be, people aren't giving like they used to and it seems like there are more NFPs competing for the same pool of money than there was just a few years ago.

Sometimes you just feel like you want to throw in the towel because it is all so overwhelming, but you also know at the end of the day you love what you are doing because you are making a difference.

As you start 2016 please know that there is a better way to do things!

It is so easy to get bogged down with the day-to-day operations and put off strategic planning that takes into account the changes in the economy, social expectations, rapid changes in technology, legal, regulatory and environmental factors that will impact your organisations capacity to deliver on its mission objectives.

Don't let 2016 be another tough year, instead start planning now and be proactive rather than reactive.

Why is strategic planning for 2016 important? Because an organisation that I am familiar with that didn't have a plan nearly became insolvent and suddenly faced a survival crisis due to a change in the political environment.

This organisation had been operating for 20 years, was well known in the community and delivering programs that were saving the government thousands of dollars each year. Furthermore, over the years, the organisation had been influential in making significant changes to legislation and society.

How sad, having worked so hard for so long to make life better for many individuals, to suddenly face extinction.

Thinking about a plan is not having a plan!

Create strategies for how you are going to deliver the cause and achieve your mission objectives. When looking at objectives to be delivered it is important to ask how, when, why and what cost. Depending on how broad the mission objectives are, I would recommend that you break each objective down into smaller objectives, with each and every one having many strategies involved in achieving them.

So start planning today and be ready for a successful 2016 in delivering on your organisations mission objectives.

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THE MOST SOUGHT AFTER PRIVATE ADVISOR TO NOT-FOR-PROFIT CEOs



As we all embark on another new year, it's good to take pause and consider the impact we have on other people. Most people serve as a warning or an example in life. Whether you lead a large team, a small business unit and volunteer organisation or simply a family around you, as a leader in life you are going to be called upon to motivate others. Motivation is about getting people to do what you want because they want to do it. Most of us have things we like to do and things we avoid doing. Most of us who have children realise very quickly that you don't have to work very hard to persuade children to eat sweets, or watch television, but try getting them to tidy their room without being reminded ... that is a different story altogether.

Let's look at motivation and particularly about motivating people. One theory of motivation says that motivation is a function of two states of mind; desire and expectation of success.

This can be written in the form of an equation: $Motivation = (Desire) \times (Expectation\ of\ success)$

Desire means wanting to do something. In sales, for example, most sales consultants are wary of making cold calls to book appointments because prior experience has taught them that this is not a very pleasant experience and, therefore, most salespeople genuinely don't want to take part in this activity. Also, they know, from their experience, that there is a very high attrition rate and most attempts at booking appointments in this way end in failure. This means their expectation of success is very low, so they lack motivation. If, on the other hand, they are selling something, which is in great demand and they have a good chance to earn significant amounts of commission, there is a high amount of desire coupled with a high expectation of success. In this scenario, the salesperson is likely to be highly motivated and will not need a great deal of encouragement to book appointments and make sales.

There is also a difference between external and internal motivation.

- External motivation can be in the form of incentives; extra commission, or prizes for achieving sales success. This can also take the form of encouragement or coercion.
- Internal motivation is where the individual wants to do something for its' own sake and enjoys the process.

The problem with external motivation is that it works in the short term, but not necessarily in the long term. Work was carried out with groups of schoolchildren in the United States who were paid to study and their results improved significantly as a result of this external motivation. However, when the motivation was removed, results didn't just go back to pre-experiment levels, but got even worse. So, to motivate salespeople we need to understand exactly what tasks we want them to carry out and then work at, firstly, getting them into the frame of mind where they want to do those tasks and secondly, to get them to believe that they are going to be successful in completing them.

There are numerous theories about how to motivate sales and staff. As a leader, it is well advised that you acquaint yourself with all of the available options and have as many "tools" in your tool chest as possible to motivate others. We have found that the pursuit of the individual person is the most arduous of tasks. Many successful leaders have found that the pursuit of a motivated environment which then attracts the suitable individual who then can self-motivate may be the most effective method for developing a highly inspired team.

Noted motivational expert Dr Arnold Mol does one of the best summaries for the core motivational effort that we have found. He makes it extremely simple in that he has found that three simple things motivate people.

1. **The experience of success** - Set clear expectations and keep score of performance. Make sure people can see and feel what they have accomplished. They need to feel a pride in accomplishment and they will continue to grow and excel.
2. **Being allowed to make decisions** - This is an "ego" investment and makes people want to excel. It is one thing to execute the boss' initiatives however when a person is working towards what they created there is literally no stopping them. In addition, it is important to always remember that no two people can ever be responsible for the same thing. Either the boss or the staffer is responsible. For example once the mother forces the daughter to do her homework, the mother becomes responsible and the daughter is now irresponsible. Make sure you set the targets and objectives with your sales team and not for them. Then they are the responsible one because they made the decision.
3. **Recognition** - Traditional recognition theories often revolve around "carrot and stick" motivation. Realise people are not necessarily motivated by money, but rather "moved" by money. They will take action to earn money, however money can have an insulting element to it. Like a Circus Animal that performs tricks for a treat, people will take action or move to get money as explained in the U.S. school children study noted earlier. Once the "treat" is removed, performance will discontinue.

As the leader, you will want to take responsibility for the environment of your group. Rather than allow your team to take its own motivational course, which is risky because negativity will grow and take over much faster than a positive attitude, you will want to establish how your environment will be.

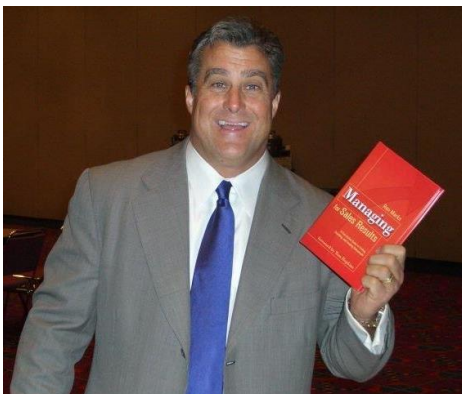
Six tips to help you build a Strong Team Environment

1. **Create Safety and Security:** Build your team loyalty through clear expectations, purpose and values. Your team needs to know you have a proven model and the chance of success in the market is great. People want to feel they are part of a stable and solid company.
2. **Empower your team to express themselves by turning emotions into words and conversations:** Encourage spontaneity, flexibility and creativity through freedom of expression. Don't be a leader that constricts people from sharing their thoughts and opinions. Not only will you miss some of the best ideas, but you won't have people around very long.
3. **Motivate by Identifying, delivering and celebrating quick wins:** Build enthusiastic discretionary effort through effective motivation. Remember people want to feel a sense of accomplishment. Your team will respond favourably to winning. Make sure people experience success and encourage it. Make a big deal of achievement in a very public way.
4. **Facilitate empathy through active listening:** Encourage team members to show empathy and inclusion through active listening. People want to feel that you are interested in listening to them and they are important. There is not greater way to make someone feel important than to listen to them.
5. **Get information flowing with leading and lagging indicators:** Ensure team members have the resources and information they need to get the job done. As you fill your pages each cycle, make sure everyone is aware of the progress of the magazine. Good or bad, it is important that people are made to feel included in the process.
6. **Create a vision and hope for the future:** Create context and vision through clear description of the end-game for the team. A clear mission statement, a clear purpose galvanizes people together. And don't just make it about money. People want to feel they are accomplishing something greater than they could do by themselves. Salespeople for example don't just sell; they create jobs. When our team sells things they create employment. This is one of the most amazing things we do for the local and national economy. We are job creators! This type of bigger picture thinking will help your team become far more motivated than they would on their own.



Our world is hungry for great leaders who can motivate others to accomplish far more than they would or could do on their own.

Make 2016 a breakout year for inspiring others.



Ron Marks CSP is a partner with Southwestern Consulting and is author of the international bestselling book, "**Managing for Sales Results**".

Ron began his career in the sales and professional development industry in 1979 with noted sales authority Tom Hopkins working in nearly every USA, Canadian and Australian city by 1990.

He has worked with some of the most prominent speakers and trainers over the last 35 years and travels the world helping organisations improve their sales conversion and closing ratios.

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It is called the race that stops a nation and every year there is a story to be told ...

We have had the running of the 155th Melbourne Cup and over its history it has produced Australian folklore racing names such as Phar Lap the 1930 winner, Bart Cummings the trainer (12 wins), Harry White the jockey (4 wins) and Makybe Diva the racehorse that won 3 times in a row. Well now it has Steven (Stevie) Payne the strapper. "Who you might say"?

Well this is an inspirational story of hard work, dedication, perseverance and just what can happen to good people who dare to dream a little.

The Horse: It all started with a horse called "Pop" Prince of Penzance bought in New Zealand for \$50 000, who would take on the world's best stayers in the Melbourne Cup of 2015. His last win was over a year ago, prior to the running of the 2014 Melbourne Cup. Maybe this might've had something to do with his 100-1 starting price.



The Trainer: From country Victoria, Darren Weir is a hard working trainer who over the last few years has become Victoria's leading trainer. He hoped and would be happy if Pop could finish in the first 10. He has previously finished second with She's Archie in the 2003 Melbourne Cup.



The Jockey: Michelle Payne hails from a battling racing family, she's the youngest of ten siblings, eight of which were jockeys; she lost her mother at six months of age. She has been injured several times from nasty falls over her career and her family had asked her to give riding away but she wouldn't hear of it. She has ridden Pop in all bar one of his 24 starts as she was suspended and not allowed to ride. Her understanding of this horse is unparalleled knowing what he can do and for how long. She knows she needs to ride a patient race and save ground to give him any chance and become the first female jockey to win a Melbourne Cup.



The Strapper: Steven Payne, Michelle's older brother is a hard working strapper who is dedicated to his job and devoted to the horses under his care. He has worked for Darren Weir for nearly a decade.

The Barrier draw conducted on the Saturday night prior to the race is where dreams are given a little glimmer of hope or they're crushed. It was bestowed upon Stevie to represent the connections and draw a barrier position. Drawing an inside gate can mean taking up a position early. However, drawing a wider barrier you need to make a decision to either go forward or back and you could be in trouble if luck doesn't play in your favour. Stevie is nervous and shy and doesn't crave the spotlight. He knows the stable would like to draw an inside barrier and his sister tongue in cheek expressed to draw gate 1 or 2.

He rushed up to the podium with Michelle in hand and without hesitation drew gate 1 to the loudest cheer of the night. Stevie celebrated as if he had won the Melbourne Cup but little did he know that in less than 72 hours fate would guide him and his sister into the record books.



What do you dare to Dream in 2016?

Frank Mazor: Since 1986, Frank and his teams have been helping generations of people from over 30 countries own Australian real estate in the South Sydney metropolitan area.

As an LJ Hooker Captains Club Achiever, Frank has been involved in countless client transactions worth hundreds of millions of dollars in real estate valued assets.

Call [LJ Hooker, Brighton Le Sands](http://www.ljhooker.com.au), NSW, Australia + 612 9599 1511 or mobile +61 419 272 251 | email: brightonnsw@ljh.com.au

Back cover photo of Santa Catalina Island - Air Bus 380 Wing courtesy of Ms Bailey Mazor





Finally I've seen the light. I get in my own way! I'm the one who is responsible for off-piste twists and turns my life takes.

I've unintentionally undermined my own opportunities through self-doubt, procrastination, distraction, active sabotage and various other techniques I've perfected over the years.

I have, in the past, totally tripped myself up. I have allowed an imagined situation to play out with disastrous consequences and then I acted as if it was real. I have held back from opportunities I logically knew I could handle. I have believed what others told me, giving their opinions greater validity than my own intuition. I have, in the past, allowed others to define who I am.

Everything was about me as though all the challenges in the universe were put there just for me to deal with while others got a much easier ride (or so I thought).

I said yes to situations I really didn't want to get involved with and then resented the other person for asking. I kept my 'little Spanish girl' (the opposite to English and stitched up) firmly locked up, rarely allowing her to come out and tell it like it is, to stamp her feet in temper, to dance like crazy and live a passionate life.

I could go on ... and I think you get the picture. I lived a much smaller life than I could have if I had dared more; if I had got out of my own way.

My prevailing view through so much of my life was – and I say it consciously – I wasn't good enough. I didn't measure up to other people and to their positively distorted views of me. In my darkest moments, I would rail at the universe demanding to know when I would be enough.

The answer wasn't out there.

I finally realised I was experiencing something called the Imposter Syndrome, a limiting belief about who I am and my value as a human being. From that perspective, I was creating everything: the good, the bad and the ugly. I was interpreting the world through a pair of glasses that eliminated all evidence that I actually was good enough. The crazy thing was I had already proven it!

I'm sure I'm not alone. Each of us has an amazing and unique combination of talents, skills, capabilities and qualities. No-one else can do what we do in the way we do it. And when we take responsibility for the whole of our reality, we can operate – consciously at first – from the confident space of who we are, not from the desire to stop anyone else from seeing, judging and rejecting us.

Getting out of our own way is a journey back to ourselves; a journey of acceptance for all the gifts and the imperfections we bring. Yes, the journey can be challenging. Realising we've been undermining our own opportunities, hopes and dreams can feel extremely uncomfortable. On the other hand, doing the work that helps us identify the blueprint we have for life and rewiring it can feel liberating.

So, do you sabotage yourself? And, probably a more relevant question, have you had enough?

Do you remember – or have you ever heard of – the movie *Network*? Peter Finch played the role of a washed up anchor on a fictional television station, UBS, during the depression. From the movie, there are two lines that became an anthem for people feeling helpless and frustrated with the way things were. It's the catch cry for change. *"I'm mad as hell and I'm not going to take this anymore!"*

If you're tired of sabotaging yourself and living a smaller life than you could if you truly believe you are capable of anything you put your mind to. If you have a dream you're not getting any closer to, maybe you are mad enough to make the change?

The path to getting out of your own way involves recognising you are enough, there is enough and you have enough to do what you need and want to in order to experience life at its fullest.

The journey includes reclaiming and valuing you, recognising and challenging your patterned thinking and beliefs where they undermine you, rewiring your neurology to develop greater resilience and optimism, taking full responsibility for the world you have created and can create, even if you don't fully understand what that means yet.

The journey involves a commitment to you and participation in the greatest change programme there is – changing your mind about yourself!

If you're mad as hell that you've denied who you are, that you've held yourself back and finally you've had enough, it may be time to get out of your own way. This year could be the best year of your life as you make a decision to see and accept who you really are with your unique combination of magic and foibles ... it's so much more powerful than trying to be someone you're not.

The way forward ...

A few tips on how you can get out of your own way!

1. Reclaim your strengths and successes. Get help if you can't see them.
2. Develop an internal frame of reference reducing your reliance on other people's approval.
3. Pay attention to your habitual behaviours and challenge your thinking that led to them.
4. Recognise and strengthen your boundaries so you can say No when that's what you really want to say.
5. Rewire your neurology by practicing gratitude, finding the lessons in mistakes and finding the positive in seemingly negative situations.

*Suzanne is Australia's expert on moving beyond the **Imposter Syndrome**.*

She helps leaders and managers to be more effective by removing barriers and building bridges to high performance in their careers or business.

Visit her website <http://www.imposterhood.com> or call +61 400 995 942 to discuss how Suzanne can help you or your organisation.



I am currently doing my PhD in Synchronicity and Leadership as well as running a global leadership consulting business. I am doing the PhD because I have had many "out of the blue" experiences which lead to synchronistic events. Carl Jung who gave us the term synchronicity which he defined as the coming together of two events which are meaningful to the observer and a-causal in nature, meaning that event A did not cause event B in the logical sense.

I am interested in the big synchronistic events (more of those once my dissertation is published) but am also fascinated by the small everyday synchronicities that support you on your journey. I call them everyday miracles. Let me give you an example.

Yesterday I was traveling home from Guangzhou to Singapore. It had been a demanding two days of travel from Singapore to Guangzhou, conducting four in-depth coaching sessions. On top of this I have hurt my knee which meant that every step on my right foot sent a shockwave up my leg and I had booked a wheelchair when I arrived in Guangzhou.

I was on the return leg to Singapore and at the airport dragging myself the long distance to the gate. I was feeling sorry for myself and in a victim, "poor me" mode. As I arrived at the gate the young Singapore Airlines steward looked at my ticket and said, "Mr Merry I see that you booked a wheelchair yesterday, would you like a wheelchair when you arrive in Singapore?" My first thought, "Wow they can track passengers who need additional help".

Thankfulness began to flood my body. I felt warm kindness from the young steward and my victim mentality began to fade away. Feeling better but still weak I walked towards the plane, when I looked to my left at the bag another passenger was carrying which had written on the side of the bag:

- Always remember you're braver than you believe
- Stronger than you seem
- Smarter than you think
- And Twice as beautiful as you'd ever imagined

I can't tell you how good reading these words made me feel, it's as if they were words just for me. I felt strengthened immediately. Imagine the look of surprise in the woman's eyes as I stopped her and asked if I could take a picture of the words on the side of her bag.

Could it be that I DO have a guardian angel and that I have somebody watching the smallest detail in my life waiting to support me? Right at that moment it felt that my guardian angel was real and true and I gave a heartfelt prayer to whatever divine force was making me the centre of their attention.

I am both surprised and heartened by the amazing miracles that seem to be showing up in my life, Miracles both big and small. Maybe there is a guardian angel for all of us after all. Maybe there is synchronicity which supports and protects us wherever we are.

Do you have a guardian angel looking after you?



Philip Merry is CEO and Founder of Global Leadership Academy that coaches leaders and teams to be happy and explore their heart as well as their head and thrive in our global multi-cultural world.

Phil is based in Singapore and globally consulted in 58 countries. He is the only person in the world doing a PhD in Synchronicity and Leadership and has earned CSPGlobal accreditation.

Contact him via his website: <http://www.philipmerry.com> or email phil@philipmerry.com

MARK MILLAR Supply Chain Strategies for the Asian Century

As the traditional US and EU strongholds of consumerism continue to suffer from low-or-no growth, multi-national corporations (MNCs) remain challenged for revenue and profitability – consequently, they are looking to Asia for market expansion and business growth. However, with the shifting of emphasis to Asia, significant supply chain complexities can arise as companies venture into new territories.

Consumer Market Potential

By 2030 Asia will represent 66% of the global middle-class population, compared to just 28% in 2009. At the same time, urbanisation is accelerating. During the next decade, some 500 million households across Asia will have access to electricity for the first time, which will drive massive increases in demand for a whole range of consumer household products. China is forecast to create more than 200 new cities with a population greater than 1 million people by 2025. Demand for fast-moving consumer goods (FMCG) is forecast to rise exponentially. Factories and shops are interconnected and converging – ***"the Workers have become the Shoppers!"*** One development has fuelled the other, increasing economic prosperity right across the region. As MNCs rush to capitalise on this enormous consumer market potential in Asia, they soon discover that the most attractive opportunities are frequently fraught with complications.

Complexity of Asia

Inevitably, unlocking Asia's potential presents its own challenges – especially when it comes to logistics networks and supply chain ecosystems.

Asia is highly diverse and formidably complex. The region's dynamic economies span the full spectrum of developed, developing and emerging markets – all at different stages of maturity and sophistication. The nuances can be difficult to read and expensive to ignore.

Supply Chain Strategies for Asia

To serve these new markets, companies need to develop strategies for multi-modal distribution into the hinterland regions, typically involving business partners with local market knowledge. Different consumer markets may also necessitate product localisation, adding an extra layer of complexity to supply chain operations. Additionally, Asia's diverse geographies – for example the massive land masses of China and India, or the substantial archipelagos of Indonesia and the Philippines – together with the heavy traffic congestion in major cities, all add to the complexity of logistics operations, requiring creative strategies that empower effective and efficient supply chain ecosystems.

Each market has its own variation of supply chain challenges. Companies exploring new business opportunities should consider the maturity of - and capabilities in - their chosen market and carefully assess supply chain fundamentals, including three critical dimensions:

1. The Regulatory environment - including bureaucracy and administrative overheads and implications for doing business.
2. Infrastructure – under-developed transportation infrastructure can lead to delays and damage, leading to costly inefficiencies in the supply chain.
3. Talent shortages—more than 70 per cent of businesses are now affected by ongoing skills shortages across supply chain and logistics sectors.

Conclusion

Asia's growth is driving exponential demand for consumer products. In order to address Asia's geographic, economic and political complexities, companies need to adopt supply chain strategies that address the developing regulatory environments, evolving infrastructure networks and up-and-coming talent pool.

Accessing informed insights that improve understanding of Asia's intricacies will enable better informed decision making, empowering companies to adopt and deploy successful supply chain strategies that capitalise on the vast opportunities of "The Asian Century".



Mark Millar 马克

Clients have engaged Mark Millar as Speaker, Moderator or Conference Chairman at more than 375 corporate events, client functions and industry conferences across 23 countries.

Author of ***"Global Supply Chain Ecosystems"*** published by Kogan Page of London, Mark is a Visiting Lecturer at Hong Kong Polytechnic University, and is recognised in the "China Supply Chain Top 20", as one of "Asia's Top 50 influencers in Supply Chain and Logistics" and in the USA listing of "Top Pros-to-Know in Supply Chain".

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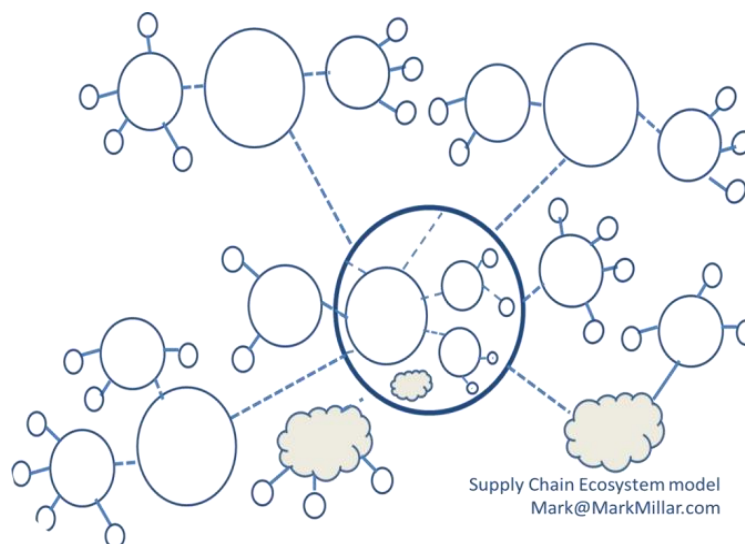
Supply Chains are the arteries of today's globalised economy – they enable the international trade flows that empower global commerce. Supply chains have evolved to reflect the increased complexity of world trade – highly competitive, super connected and changing fast - amidst a volatile global environment.

No wonder that Supply Chain has become an essential topic across all spheres of management and a strategic agenda item in every boardroom.

Twenty-first-century supply chains have transformed into world-wide inter-connected supply-and-demand networks - exposed to the vulnerabilities of our uncertain world. This has led to greater deployment of collaborative partnerships, frequently involving outsourcing and off-shoring and encompassing multiple stakeholders. Consequently, modern supply chains have morphed into multi-layered, inter-woven distribution systems that enable companies and countries to trade more effectively.

The linear concept of a chain is therefore no longer adequate to describe today's extended multi-stakeholder networks - embracing suppliers, partners, regulators and customers - collaborating to ensure the efficient and effective movement around the world of products, services, information and funds.

Supply chains have become progressively more global, complex and strategic - we are firmly in the era of Global Supply Chain Ecosystems!



Connected Supply Chains drive Competitive Advantage

In today's complicated connected world, supply chain capabilities and competencies are increasingly recognised as a key source of competitive advantage and differentiation. Companies strive to build and deploy powerful supply chains that enable them to get their products to market faster, more efficiently and more economically than their competition.

In that context, there are exciting and evolving synergies between the roles of supply chain and marketing, as together they become the principal business drivers for companies in the modern era. Each of them is both a functional discipline and a profession. Whilst the priority of marketing is to identify and satisfy customer needs, the supply chain function incorporates every activity involved in delivering product to customers. Hence, taking the broadest perspective of the two disciplines, the Supply Chain and Marketing functions together wholly embrace the mission-critical business activities of a company, with Finance, IT and HR all playing important and essential supporting roles.

With marketing comprising the four P's of Product, Price, Promotion and Place and supply chain encompassing the four primary operational activities of Plan, Source, Make and Deliver, then 'logistics' becomes the point of intersection and convergence. Logistics is the essential linkage between the Deliver function of supply chain and the Place (distribution) function of marketing.

Together therefore, supply chain and marketing are becoming the primary engines that empower the business – hugely influential in delivering customer satisfaction, driving business growth, increasing market share and generating revenue and profits. In the enlightened C-suite of the future, the Chief Marketing Officer (CMO) and the Chief Supply Chain Officer (CSCO) will become the most critical leadership roles to sit alongside the CEO and CFO.

Conclusion

Any chain is only as strong as its weakest link – and it's the same with a supply chain, except that within a supply chain ecosystem the linkages are not consecutive and not linear; there are numerous multi-dimensional connections with profound inter-dependencies.

Nevertheless, the strategy of achieving continuous improvement through consistently and persistently working on strengthening the weakest link still applies, and companies adopting such an approach will leverage their global supply chain ecosystem for competitive advantage in our complex, connected world.

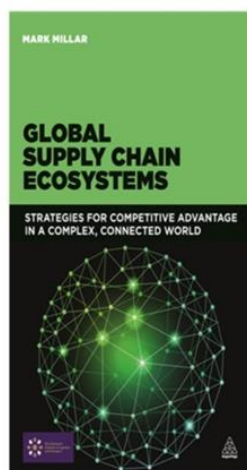


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Global Supply Chain Ecosystems

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Originally coming from the US military, **VUCA** describes the disruptive change in the post-Soviet world. The challenges and problems that VUCA brings often exceeds the managerial, technical and operational capabilities of organizations. However, in the Zulu language the word **vuka** means "**wake up**" – a critical state for leaders and essential for success.

"**Black Swan**" events (high consequence and low likelihood), seem to be occurring more frequently. Two examples are firstly, the 2011 flooding in Thailand. This caused disruptions to manufacturing supply chains, affected regional automobile production and a global shortage of hard disk drives lasting throughout 2012 and secondly, the 2010 volcanic eruption in Iceland. Although relatively small, it caused enormous disruption to air travel in Europe with over 20 countries closing their airspace to commercial jets and 10 million travellers affected.

Volatility

Threats and opportunities that used to take a long time to fully manifest themselves emerge now and just jump up and hit you right between the eyes, even before you open your eyes in the morning. Volatility - dynamic instability caused by drastic, violent and rapid changes. Problems no longer appear leisurely, in the distance, where we can see them coming; they emerge for the first time in our face, requiring immediate attention.

Uncertainty

The frenetic pace of today's business, aggravated by volatility, creates uncertainty. This reduces clarity and impairs our ability to understand risks (threats and opportunities).

Ever tried explaining a crisis or serious problem to your boss or colleague who wasn't present? After a few frustrating attempts to get them to understand, maybe you exclaimed: "You just have to be here and see it to understand what's going on!" That's uncertainty in action!

Ambiguity

The prefix "ambi" - from the Latin for "both" is used in words like ambivalence and ambidextrous. Ambiguous language is language that can be interpreted in more than one way. The haziness of the world that we operate in causes potential misinterpretation and the confusion of cause and effect. Increasing globalisation and even diversity can intensify ambiguity. It causes stress for many people (especially those who work in well-structured organisations). People want (and try) to avoid, ignore, or minimize ambiguity.

VUCA Prime

Flipping the acronym VUCA to **vision, understanding, clarity and agility** gives us a way forward in dealing with these troubling conditions.

Vision reduces volatility: developing and communicating a clear statement of where we are headed will keep us on track.

Understanding reduces uncertainty: making deliberate efforts and taking time to "stop, look and listen" rather than just reacting to unclear threats and vague problems.

Clarity minimises complexity: taking conscious steps to make "sense of the chaos" helps to bring important things into view.

Agility counters ambiguity: moving quickly to develop and apply solutions (and modify them, if need be) allows developing situations to be engaged, as Kevin Roberts says: "fail fast, learn fast, fix fast".

We need to couple agility with resilience and add vulnerability, shifting away from over-reliance on the task-heavy orientation of the past which doesn't work in today's VUCA world. **It's not just about IQ, because its people who get things done, EQ is also required.**



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A Project Management consultant, speaker and trainer with over 30 years of experience in the management of large development projects

Organisations that have benefitted from his knowledge and experience include: ABB, ARAMCO, Barclays, BP, Exxon-Mobil, HP, Microsoft, Motorola, SAP, Intel, Otis, Singtel and many others.

Initially trained in architecture, Bob holds a BSc from University of the State of New York, an MBA from NUS and a Master's Certificate in Project Management from George Washington University.

Ever sent out an email with a typo in the subject line? Didn't check that letter for grammatical mistakes? Ouch!

We have all done it at some time. But little things like that don't really matter or do they? In fact they do ...

Forget the Armani suit and the slick website; a typo in a subject line, poor grammar in your sales proposal and using the wrong style of language when communicating can destroy that carefully cultivated image in the blink of an eye. However, following some simple rules will prevent you falling into the credibility trap.

1. Check you Written Communications for Typos and Grammar

Don't just rely on a computer check – too many English words have similar spellings but entirely different meanings. If you don't have a PA or work colleague who can read it over for you, the best idea is to leave an important email or letter rest for 24 hours and then come back and read it again with fresh eyes.

The really hard part is getting the style of language right. While there are reams of research and entire university programs on how to do this, a few simple adaptations can make a big difference in increasing your credibility. Read on ...

2. Choose Your Words Carefully

Ever received those sales emails that start out with, "I was expecting your reply to my email"? You probably pressed delete immediately. It's simple – if it isn't about your customer, they are not interested. So concentrate on using "You" in your communications and use "I" sparingly

Phrases such as "for this reason" and "as a result" and words such as "consequently" make you appear more objective and rational and people will put greater trust in what you are telling the reader if you use them. If you want to make your reader feel more secure, use words such as "research", "proven", "tested", "secure" and "guaranteed".

However avoid the hype. We are all a bit jaded from hearing and seeing words like "amazing", "incredible", "unbelievable" used about things and events that are anything but remarkable and using them will immediately decrease your credibility ...

3. Remember Less is More

The more you talk or the longer your communications, the less credible you appear. Keep what you need to say succinct and to the point. Those who ramble not only lose the audience but also lose the sale.

4. Say It Slowly

People give more credibility to those who speak more slowly and deliberately than to those who speak fast with few pauses. Listen to and watch world leaders such as Kofi Annan and Barack Obama who command great respect and credibility and match your pace to theirs.

5. Focus on the Other Person

When in a meeting, focus entirely on the other person. Look at them; don't check your phone for messages during the meeting or shift your gaze from their face when speaking. A focused and relaxed gaze increases the other person's trust in you.

6. Watch Your Body Language

And when it comes to professional presentation, keep your body language open: Uncross your legs and arms; sit in a relaxed position without slouching; keep your hands visible and use head movements to show you are listening rather than interrupting...and don't forget to concentrate on remaining as still as possible.

So much less expensive than an Armani suit yet just as powerful in making the right impression!

Pamela Murray-Jones is a business coach specialising in leadership and communication skills based in Sydney, Australia. Her programs are delivered both face to face and online through webinars and video-conferencing technologies.

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The Case for and against Hand Gestures in Public Speaking

One of the most common questions I get asked when doing executive speech coaching or running courses on public speaking is "Tom, what do I do with my hands?" Well, this is a much debated question.

Some coaches argue gestures should be restrained while others advise gestures should be used for greater emphasis or impact. There is no right or wrong answer, so I'm going to argue the case for both!

The Case against Hand Gestures in Public Speaking is the first part of this two-part article.

Here are five reasons why stillness in public speaking is a virtue:

1. Trust is Eroded

Recent research shows a third of an audience are less likely to trust a speaker who they believe uses too many hand gestures. Too many hand movements and you have already lost the trust of 30 per cent of your audience.

The Jab and pointing for example are rarely received well by an audience. Whether it's pointing directly at people, or jabbing into your hand, it comes across as an aggressive or accusatory gesture.

Speakers when they are nervous are also less trusted by an audience. Hands grasped in front of you for example communicates that you are nervous or tentative, as does touching your face, hair, or neck.

Gripping speech notes or the podium for dear life with white knuckles is not the look of a confident speaker either. Other tell-tale signs include excessive "hand washing" or "pen clicking". "The Wringer" is another variant where the terrified speaker holds their hands together massaging the palms with each other as though they are trying to keep warm on a cold frosty winter's morning.

2. Hands are a Distraction

You see many people making simple mistakes. They are holding their hands in a certain way that actually distracts from what they're saying. Sometimes a speaker's hand will be in this continual motion and actually attract an audience's attention and all of a sudden the audience has forgotten what they've said. They just focus on watching their hands and not what is being said.

Clapping and slapping for example can also become a distraction if you don't pull it off well. This could be hand clapping, or - often - unintended hitting of your hand against your side or knees or even worse the microphone!

3. Confusion

Hands can confuse audiences when the gestures don't match the words, for example using the word "big" while your thumb and finger indicate something tiny. Using the double-handed first two fingers together and slightly bent with hands moving up and down gesture to illustrate you are going to give a quote is a big no no. Some people might think you are talking about bunny rabbits.

4. Awkward

Hand gestures can make the speaker look awkward and the audience then just feels sorry for them. Beware of awkward gestures such as the "fig-leaf stance" where hands are clasped in front of your groin a la Adam and Eve. A variance is the "Royal stance" where hands are clasped behind the back. This is often known as the "I have no arms" approach to public speaking. And my favourite "the teapot" where one hand is on the hip like the handle of a tea pot and the other hand is pointing in the opposite direction like a spout.

Here is a list of uncomfortable gestures I commonly see in nervous and awkward speakers:

- Scratching various parts of your body
- Touching your face, especially nose
- Swaying from side to side
- Shifting your weight
- Adjusting your hair, including preening and twisting of hair

5. No value

Gestures must add value. Your body language is meant to add value to the words that you're speaking, not take away from it.

My pet hate is the line "hands up if you ..." approach by some speakers who then put their hand up. I always feel like I'm back in kindergarten and being treated as a five year old when a speaker does this.

The Case for Hand Gestures in Public Speaking is the second part of this two-part article

Well if you are going to use your hands in a presentation to look natural, how should you use your hands?

Visual cues to an audience really help to draw them in and help to emphasise points as well.

- Firstly, it comes down to what kind of presentation you're giving.
- Secondly, what kind of presenter you are.
- Thirdly, what type of audience you are speaking to.
- Finally, the room set up and especially the area or platform or stage you have to present from.

Here are five compelling reasons to use hand gestures in a speech.

1. Use Natural Gesturing Throughout Your Presentation

Try to use natural gesturing throughout your presentation because we naturally gesture with our hands. So be your true and authentic self. The whole point of gesturing is to add value to our message. So there's no definite way that you should gesture. We have to tailor our gesturing based on our audience, based on what kind of material we're presenting, based on who we are.

2. Impact for Important Points

Use gestures for impact on important points.

Visual cues can be effective to emphasize what you are saying. Hand gestures that are larger than the outline of your body communicate a large idea or concept. If something is really big then stretch your arms out really wide and to say this is a massive point or this is massively important. For example, the sales challenge is this big. So if you're using that natural gesturing but then you get creative on those important points and use visualisation techniques, then that can add power, authenticity and variety to your presentation.

3. Mix It Up

Just like you want to avoid a boring monotone voice and you should have vocal variety, you should also avoid repetitive gesturing. This can also be referred to as a non-verbal body language crutch. People remember emotions more than facts. That's why storytelling is so powerful in a speech.

4. Congruency

Your body language must match your verbal message.

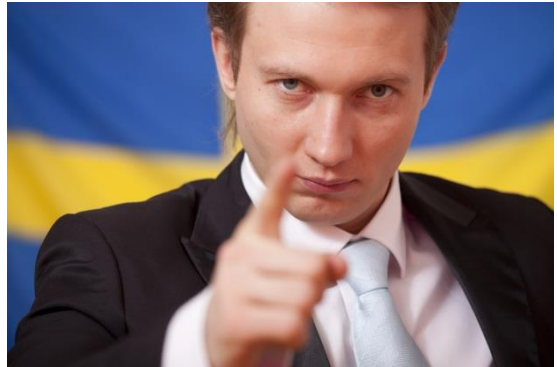
Gestures must be relevant to the phrases being used at the time, otherwise there is a danger of giving your audience conflicting messages. Facial gestures can be most effective. For example an animated facial expression can greatly enhance your speech and help build rapport. Mirroring and matching the body language of individuals in your audience is also a very powerful way to build audience rapport.

5. Slow Deliberate Movements

This is the most powerful way to use hand gestures.

Nothing rushed - nothing fast. This will give you more stage presence and charisma and hence make you more believable and credible as a speaker. As for me, I like slow and deliberate hand gestures.

*"Edited extract from Tom's new book on **Insider Secrets of International Speaking** by McGraw Hill Education."*



Thomas Murrell MBA CSP is an international business speaker, published writer, bestselling author, media consultant and award-winning broadcaster based in Perth Western Australia.

Get his free eBook and free e-zine "**Media Motivators**" at <http://www.8mmedia.com> or call Thomas at **+618 9388 6888**.

MONIKA NEWMAN Generating free Publicity for your Business

Publicity is essential for any business or service with the best being free and through word of mouth referrals.

"Free" is actually a misnomer because it will cost you time and often time is more valuable than money. Because you will be putting time, effort and thought into your campaign, here are seven distinctive methods of which I'll cover three to help you generate more free publicity in 2016:

- **Social Media Platforms**
- **Writing Articles**
- **Press Releases**
- Sharing information on Podcasts
- Interviews
- Speaking at Conferences and webinars
- Free Giveaways/Gated Giveaways



SOCIAL MEDIA

Firstly on Social Media, here's a brief rundown on some of the most popular platforms and a great place for your business to interact and make new connections with your target market, to stand out and get known.

1. LinkedIn
2. YouTube
3. Vimeo
4. Facebook (Business Pages)
5. Twitter
6. Pinterest
7. Instagram
8. Slideshare
9. About.me
10. Google+



Not all platforms may appeal to you or be your preferred resource or be suitable for your business model but this is something you need to test. For example, LinkedIn is more business oriented whereas Facebook is a great platform for products, to run competitions or giveaways. Pinterest and Instagram are perfect places to showcase images of products or mouth-watering photos of meals available at your restaurant or venue. YouTube and Vimeo are great sites for speakers and consultants and for those whose audiences prefer a visual or hands on approach. If you're more of a visual person rather than a writer you can repurpose your workshop, seminar or presentation PowerPoints on Slideshare which is the ideal place to share your Memes and Infographics.

With all Social Media sites ensure that your profile is up to date and relevant for people to contact you via your email address, postal address, phone number or website.

Many platforms allow you to have a banner which is a great opportunity to show your company branding or images that reflect your business, e.g., LinkedIn, Facebook, YouTube, about.me. Use your creativity to make your branding stand out using creative titles, text and graphics. Some of these platforms can essentially act as your company website but remember that you don't "own" or control the space therefore you will still need a website.

Social Media is about having a conversation where you need to listen, observe and respond to your connections, peers, competitors and thought leaders. Answering questions and sharing information makes you an expert in your field and keeps you top of mind with those who may be interested in doing business with you.

When interacting on Social Media consider the **40:40:20** rule of marketing, i.e., 40% sharing useful helpful content and tips, 40% direct interaction with users and 20% about self-promotion. Still not convinced about the value of engaging in Social Media for your business? By clicking on this link the following statistics might just sway you into paying attention: [Social Media Statistics Australia – May 2015](#) and if you aren't engaging in Social Media it's most likely your competitors are.

Many people think that it's difficult and time consuming. The fact is it really needs to be part of your Marketing/PR Strategy and an effective way to do this is to create a weekly/monthly schedule in an Excel spreadsheet listing days of the week, your social media platforms and your posts.

Briefly, to construct your strategy you need to think about and include the following:

- * Identify your target market
- * Develop a content strategy

- * Build a resources bank so you'll always have content that you can draw from
- * Make it a practice to schedule time in your day for writing and creating content which can involve text, graphics, PowerPoint, video and audio
- * Curate relevant content that you can share, adding your own insight and opinions

WRITING ARTICLES

Articles are a great way to get your message out to your target audience. There are online resources where you can upload your articles e.g., [Ezine @rticles](#) if your article is well-written and contains relevant and useful information it will be widely shared. Using a site like Ezine @rticles also allows you to share your content via various Social Media platforms. When writing your article share helpful information and opinion pieces that add value to people's businesses and lives.

You can also post articles to a blog on a regular basis and share those posts via LinkedIn and Facebook. If you don't have a blog you can also write articles directly to LinkedIn and Facebook.

Other possibilities are being a guest blogger on synergistic blogs or websites or have your own online magazine using sites such as [issuu](#). Many network groups, business organisations, community websites and online magazines have options for their members to write articles to share knowledge and information with other members and readers via their forums, e.g., [Flying Solo](#), [The Australian Businesswomen's Network](#), [My Business](#), [Women in Focus](#), [Dynamic Business](#) and [Samara Magazine](#). **Note:** some of these membership sites may have a fee yet many are free.

PRESS RELEASES (Traditional print media, online or both?)

In today's business world most press releases are online however ensure that you don't overlook the relevance of traditional press releases in print media. Editors are always looking for interesting topical news and articles to share with their readership to inform them of current world and business issues. With all media, find out who the reporters are in your area of interest and contact them to develop an ongoing relationship as a topic expert.

There are free and paid sites online where you can upload your press releases. Paid sites tend to have more features and visibility. If you have a great idea or message it will be noticed, whether it's a free or paid service.

Examples of what your press release can cover are: new products or service launches, a significant promotion, major anniversaries and accomplishments, coverage of award ceremonies with photos of prize winners and survey results. Also of interest to the media and readers are special events you may be organising, especially for charity or winning a big contract or client. Examples of some press release sites:

- www.prwire.com.au
- www.get2press.com.au
- www.bignews.biz
- www.pressreleasepoint.com
- www.theopenpress.com
- www.clickpress.com
- www.1888pressrelease.com
- http://www.free-press-release.com/

Basic Guidelines for Articles and Press Releases

- Keep it short and simple, a good guide is 400-500 words
- Write an attention-grabbing headline, make it enticing and relevant to your target market
- First paragraph – key message, i.e., who, what, where, when, why plus a picture or graphic, 10% of content
- The Body – 80% of content
- Conclusion – 10% of article
- Call to action
- Contact details
- Bio – keep it short and sweet as it showcases your credibility as an expert in your field

*** Pay particular attention to proofreading your final document and have someone review it for you!**

This article is a brief outline of what's possible and how you can utilise the free resources of the internet to promote and market your business. Many of these resources also have paid options – giving you more opportunities.

For some inspiration here are fantastic free resources on [Hubspot](#) via their Marketing Library.

Monika Newman, with a corporate background and experience with major multinational oil companies; Getty Oil and Exxon, Monika is a Thomas Leonard International Virtual Assistant of Distinction Nominee who has been involved with countless projects in Australia, Asia and USA.

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In my previous article I covered 3 of the 7 fundamental ways to get free publicity for your business.

As I mentioned *Social Media Platforms, Writing Articles, Press Releases* are essential for any business or service with the best being free and through word of mouth referrals.

In this article I'll briefly outline the next four fundamentals:

- Interviews
- Sharing information on Podcasts
- Free Giveaways/Gated Giveaways
- Speaking at Conferences and webinars



INTERVIEWS

Make yourself available for interviews on radio, face to face, in print, over the phone or online to share your expertise with an eager and receptive audience. Approach organisations and concerns whose listeners/readers are interested to hear what you have to say.

Hosts and editors are always looking for fresh and exciting content from topic experts. You could notify your Social Media connections that you are available for interviews or to share your opinion about a controversial or popular topic ([see my previous article for organisations to approach](#)).

PODCASTS

Create your own podcasts and upload to your profile on platforms like [SoundCloud](#) or iTunes etc. The wonderful thing about podcasting is that anyone with a smartphone can record whenever a moment of inspiration hits. You don't need to get dressed up or leave your work premises and can capture your thoughts on the spot before the momentum is lost.

Even though your podcast may be recorded on the move, may I suggest a few bullet points of ideas so it will have consistency and flow smoothly? Familiarise yourself with your recording software and have some fun practicing so you can make adjustments to improve your outcome for the listener.

After you have recorded and uploaded your podcast to your computer use free software like [Audacity](#) to edit your audio.

FREE GIVEAWAYS/GATED GIVEAWAYS

Four reasons why you want to have **free giveaways**: **1)** provide value to potential clients and buyers, **2)** gives you credibility as an expert, **3)** increases your SEO ranking and **4)** everyone likes getting something for free. Your giveaways can be repurposed, e.g., free chapters of a book and existing materials.

The advantage of **Gated Giveaways** is that it's a great way to build your subscriber list with sign ups who are genuinely interested in what you have to offer. The disadvantage can be that potential subscribers may be reluctant to go to your website or Facebook page to give you their details and add yet another newsletter to their inbox.

SPEAKING AT CONFERENCES AND WEBINARS

A great way to get your name in front of a captive audience is to be a topic expert or speaker.

Many organisations need speakers for their [conferences](#) and appreciate guest speakers for their webinars to inspire and motivate their audiences. A lot of these sessions may be unpaid but think of the great publicity for your business. You may be able to set up a trade table where you can sell product or spruik your services. It's also a safe place to hone your speaking skills.

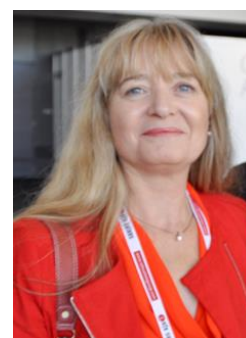
Audiences love to have the experience of listening to someone who's passionate about their service or product and how it can benefit them. Speaking can cover all three modalities of learning, e.g., *auditory, visual and kinaesthetic*.



❖ *Most importantly have fun learning what works for you - **"take the best and leave the rest"**.*

Monika Newman, with a corporate background and experience with major multinational oil companies; Getty Oil and Exxon, Monika is a Thomas Leonard International Virtual Assistant of Distinction Nominee who has been involved with countless projects in Australia, Asia and USA.

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Let's face it - sometimes things are just not fair and that means we don't get what we deserve or we get what other people think we deserve – which unfortunately may not be what we were expecting or what is right.

So to set the scene imagine this scenario: In the lead up to my presentation on strategic planning to a largely male audience in a male dominated industry I listened with pride as my credentials were read out and watched with interest as they nodded appreciatively of what was to come.

Yet within 30 seconds of commencing my presentation I knew something was not right. It was not the stillness in the room that kicked-in my gut instinct but more like the audience were perplexed in some way which had nothing to do with what I had said.

As an experienced professional I trusted my instinct and continued the conversation without missing too much of a beat and said, *"While my introduction has given you all you need to know about content, what you did not get in the lead up to today was much of an introduction of who 'Ricky' is. And from my experience in your male dominated industry, 'Ricky' may typically be the name of a male not female. So I am wondering if this may be what is on your mind right now? So if that is the case please judge me on my performance and not my gender and if it's not, let's get down to business together, shall we?"*

And with this I smiled and kicked off my high heels, walked into the audience and began.



Well, there is a lot to be said for being bold and confident and yes, I was both but not because I was experienced enough to read my audience and respond quickly.

I knew there was a risk in making the wrong call also but I also knew that as I was talking I was scrupulously watching for their expressions to change – the smallest of smiles, the eyes opening up, a slight raise of an eyebrow or breath. These subliminal signals that told me I had made the right call. Now on the other hand, this story could have gone the other way and if I recognised within milliseconds it was not what I had 'thought' I would have moved quickly into the session and re-assessed in another few minutes. You see, when we wait too long we miss our chance and people are never as motivated or moved the second time around.

As people we want experiences not explanations and the key to motivating people is to create the most open and honest conversations we can with them.

As professionals I firmly believe our role is to motivate others through modelling honest behaviours which encourages honest responses

And as individuals we have a choice and that is to now act with what is happening not what we expect

My gift to you is to make your connection real and respond early.

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At a very good lunch last week I sat next to a business person who was actually complaining that one of her friends had just sold a property for a considerable sum – and was therefore financially free. What staggered me was that she thought that wasn't fair.

Because she didn't have that privilege; weird, huh?

It took me back to discussions I had with my son when he was growing up and certainly with team members over the years. It's not meant to be 'fair'. It's meant to be an exchange of value.

I know. I've probably said it myself when I wasn't thinking. We've been fed the line since we were kids – "It's not fair!" Somehow we have been led to believe that it should be fair. Well, guess what? Not one of us was given a certificate at birth of Life Fairness. It's an illusion, a false promise - definitely a false premise.

Imagine a world where everyone got the same ... regardless of their energy, effort, skill, commitment, determination. Where no matter how you were born or what your parents did for you or how hard you worked for yourself, you got exactly the same as everybody else. Is that fair? What do you think?

Let me tell you, that's exactly what most of us are crying for when we say "It's not fair!"

Do you think we would really like it if we had it?

One of the most precious and exciting things that we have is freedom. Each one of us, regardless of our trade or profession, has total freedom to work and earn much - or not work and earn little; to serve our market and earn their business and their respect, or not to. Our lifestyle is our own choice.

The right to determine our own level of success and the degree of fulfilment of our own potential - what a privilege to cherish! The right to use our gifts and talents to their best extent or to lay them to waste?

Those who would seek to have everyone aspire to the same maximum lowest common denominator, to make it "fair", could look at the potential penalties for hard work and achievement that would impose and the reward for minimum effort they would be granting. Of such ideals is mediocrity born.

Any employer who has ever cut back an incentive program because the top performer got it every time and the bottom ones didn't had played it too, no, it's not fair.

Any sales manager who has ever taken a healthy territory from a top rep to give it to a struggler has played the "It's not fair" game.

Fortunately it will never be "fair". Someone will always be more successful than others – it's the higher achievers who provide the inspiration and often the motivation to others to strive for more. Everyone's level of service is of value, and we're all on a path to greater and greater value - we need to know it's worth the effort.

Everything we do in this world is about an exchange of energy and commercially that becomes an exchange of value. Our goal is to ensure that the value we provide is highly valued by our customers – and if not, that we do everything possible to increase that value!

It's not fair! Isn't that fantastic?

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Videoconferencing, online meetings, telepresence and other collaboration technology are gaining traction. Does that mean the in-person conference is obsolete?

No – not by a long way! But its role has changed. Some of the benefits of coming together for a conference can be achieved just as effectively in other ways, but that's a good thing because you can focus on the things that make the conference experience special.

Here are ten trends affecting our professional and personal lives and how great conference organisers take advantage of them.



- 1** Networking is not enough. Your attendees want to make **strong connections** and build lasting relationships.
- 2** Their thinking starts before they arrive. Help delegates with **better preparation** so they make the most of the conference.
- 3** They are not just attendees sitting silently and listening; they want to be **active participants** in co-creating the conference.
- 4** They don't come to the conference for more information. They want **actionable insights** that make a lasting difference.
- 5** They don't want you to work at keeping them entertained and engaged; they want a conference that **flows** effortlessly.
- 6** Gadgets and gizmos don't impress anymore, unless they are **transformational tools** that enhance their experience.
- 7** They want to take their corridor conversations inside, and actively take part in **in-session collaboration**.
- 8** There are other places where they can learn new skills. They want the conference to **shift thinking** instead.
- 9** A conference isn't a one-off event. It can now be an integrated part of their entire **journey**.
- 10** Online events aren't the enemy of in-person conferences. They can **enhance and extend** the overall experience.



Want to know more about the future of conferences?

Gihan Perera is a futurist, conference speaker, author and consultant who gives business leaders a glimpse into the future - and what you need to do to take advantage of it. You can download his free e-book *The Future of Conferences* at GihanSpeaks.com



I was speaking with one of my corporate clients recently about changes in her industry. As the CEO of an insurance company, she's been asked by her board to identify "game changers" (their phrase) in the insurance industry, so they can be ahead of their competition.

Great! I love to see organisations looking ahead to the future. But most of them are asking the wrong question.

It's OK to look for something that puts you ahead of your competition, but that usually isn't a "game changer". It might give you a competitive edge and it might give you a short-term advantage. But it probably won't be a game changer.

Game changers change the game!

There are two ways to change the game: Either be so spectacularly good that you're way ahead of your competition, or play a completely different game so the old game becomes irrelevant.

The first option is difficult – especially in our flat world, where it's so easy for competitors to copy you (and vice versa). So stop trying to compete and play a different game instead.

Instead of asking what you can do better than your competition, ask this instead:

"How can we solve our customers' problems in another way?"

Does this seem too simple? Too ho-hum? Not high-tech enough?

Don't be fooled! It doesn't sound exciting, but turning your attention away from your competition to your customer is exactly the right thing to do.

For example ...

1. Taxi industry:

OK question: "How do we become the best taxi service?"

Game-changer question: "What's another way to get people from A to B?" (Uber!)

2. Insurance:

OK: "How do we provide insurance in a better way?"

Game-changer question: "What's another way to protect customers' assets?"

3. Trainer/speaker:

OK: "How can I provide a better presentation/workshop/course?"

Game-changer question: "What's another way to improve performance in the workplace?"

4. Financial planning:

OK: "How can we offer better advice to clients?"

Game-changer question: "How can clients do more with the money they make?"

Will you spend all your time struggling for a tiny competitive edge, or will you find a way to change the game?

Gihan Perera is a futurist, conference speaker, author and consultant who gives business leaders a glimpse into the future - and what you need to do to take advantage of it.

Forbes magazine rates him **the #5 social media influencer in the world** in his area of expertise. Visit GihanPerera.com for more.



Planning Your Year (And Your Life) For Success

Successful individuals, like you, can't afford to wish or hope their lives will get better. The average worker does that; and the average worker will accomplish little of what he or she wants to do. Those with written plans have MUCH greater chance of achieving their goals in life. Here are 3 tried and true steps to help you make 2016 (or any year) your year of turning dreams into reality.

Step One: Look at the big picture of your life and create a Life Mission. Consider, when your life is over, what do you want to be known for? What will you have wished to accomplish in the grand scale and scheme of things? Success in business? If so, how successful will you have been - be specific? A loving family? If "yes", how much time did you INVEST in them? (Think here daily, weekly, monthly and annual commitments.) A community leader? If so, how will you have ascended to the post?



If we start by looking in the grander scheme of things, we can more easily define a Life Mission. A Life Mission is similar to a corporate mission statement but focuses on OUR life.

My current Life Mission is, "To serve God by being the best husband, father, speaker, writer and friend I can be and to honour God by living out the Great Commission in everything I do." Your Life Mission may be very different from mine and will evolve over time.

- Free-thinkers (those who do not believe in God or have no opinion in the matter will usually avoid any spiritual dimension in the Life Mission. But for me, it's the most important part and guides my life from grand scheme to minutia. The key is whatever your beliefs are your Life Mission should be exciting enough to call you to action.
- Single people may focus more on careers
- Those with grown children or retirees may focus more on world travel or retirement.

If your goals are less lofty, CONGRATULATIONS! You should experience a lot less frustration in life. A simple life can be a good life and I totally disagree with 'gurus' who call people who design a simple life as 'lazy'. As long as you are happy with what you design for yourself with few or no regrets, you are successful in designing your life. Only if you are riddled with regrets during the autumn years of life, fall short of your potential, should you regret your decision to shoot for 'less'. If you are reading this article and applying it, I doubt this will be your case.

Grandiose or sublime, we all need to focus our attention on some major goals to make sense out of our existence. Whatever you decide is right for you in life, commit it to paper or in your computer. If it is only in your head, it is merely a dream. I find it amazing that business people, who know the value of written goals and KPIs at work and insist their people have them, will ignore KPIs and goals / targets in their own personal lives.

Step 2: Back-up your Life Mission with a solid five-year plan as a practical model to follow. Unless we are planning five years in advance, we are not taking ownership of our lives enough to impact our lives dramatically.

KEY THOUGHT: "The plan is useless. But planning is priceless!" Nothing in my life has ever happened exactly like the plan. But in the process of planning my life 5 years in advance and shooting for a Life Mission which evolves, I see opportunities I otherwise would have missed. I am open to reading and studying works I otherwise would not have taken the time for. I am investing copious amounts of time with my family by 'dating' my bride, daughter and son one-on-one each about 35 to 40 times a year. The 'goal' was weekly and I've 'failed' at 52 but without the weekly goal, I might not have invested that much time with them. My plans never work 100% ... but they get me closer and closer to what I desire in life.

Our 5-year-plan needs to be followed up with yearly and monthly goals and finally a weekly and daily focus list ... all aimed at achieving your 5-year plan. Focus lists are simply taking the traditional 'to do list' and putting the 'to dos' into a focus for each day or week.

- Monday's focus might be all the 'to dos' regarding my education
- Tuesday's focus could be on developing contacts and team building / career development
- Wednesday's focus could be organising my work and life
- Thursday's for cleaning up projects
- Friday's all to-dos about planning activities so when you leave work you can leave work behind and focus more on family or personal life.
- Saturday's focus might be on family, fun, home repairs or rest
- Sunday a day of faith development and family bonding

Step 3: Post your plans where you won't forget about them. Do you remember what you had for lunch three weeks ago Wednesday? No? The mind just as easily puts into some dark inner recess our life's ambitions because we just get too darned busy in day-to-day activities. When our plans and goals are RIGHT IN FRONT OF YOU, we *can't* forget. As such, we both consciously and subconsciously work on them until they come to fruition.

There is no magic in these three steps. They are merely the outline of a planning process which can help us realise our life's dreams and ambitions. May this year be YOUR best-*planned* year yet!

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You are probably familiar with the Marshmallow Test carried out by Walter Mischel in 1970 to understand the implications of the ability to delay gratification.

The bottom line of the test (*and the many similar experiments conducted since*) is, can you exercise self-control?

Is it something you are born with, can it be learned and improved and does it even matter?

For example:

- Can you stop eating when your stomach has signalled it's had enough but there is still delicious food on your plate?
- Can you stop yourself replying immediately (*and angrily*) to an email that makes you mad?
- Can you let someone else finish what they want to say before you jump in?

Mischel and other researchers found that if you can exercise self-control as a child, it's a strong predictor of a 'better' life measured in educational, social, economic and emotional stability terms, even your propensity towards criminal behaviour (have a look at the [New Zealand Dunedin Study](#)).



I thought I had excellent self-control, yet I have been amazed to realise over the last 12 months that it's a skill that requires constant honing, especially if you are challenged by something profound in your personal life.

Here are **five** key self-control skills that I learnt to practice during 2015.

1. Don't beat yourself up if occasionally you lose your self-control. That was what you did in that moment and once it has passed, it can't be undone. Work out what triggered it. If there were warning signs, you can look out for them in the future.
2. When you are under pressure, focus on what's happening in the short term. Fretting or worrying about what the future might hold is unhelpful. It compromises your ability to control the present so that you can create your future. Remember '*thoughts are not facts*'.
3. Simply say 'thanks' when well-intended family or friends tell you: 'it'll be alright' even though you really want to say something less polite.
4. Remember that your current situation will change. The clock ticks, the seconds pass and with every passing moment the world and almost everything in it changes including your situation. Even though it might be hard to imagine a time that doesn't feel so dire, it will change. Your brain simply won't hold the intensity of your negative emotions forever.
5. Practice what you preach. What would you say or do for someone that you care deeply about if they were in a tough situation? Then take your own advice.

Mischel's test for delaying gratification is only one aspect of self-control. This skill is fundamental to much more such as developing empathy, managing tough emotions, overcoming life-changing events, leading change and avoiding making poor decisions.

So in 2016, can you say no to unhelpful emotions and actions?

It's life's game changer.

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Employees thrive when leaders take a genuine interest in each individual, providing honest feedback, opportunities for development and supporting their growth. These are behaviours synonymous with mentoring and are essential to employee engagement, retaining and developing talent, and aligning and supporting employee's goals and performance.

The quality of the relationship a person has with his or her manager is the key to employee engagement. Employee engagement is linked to service, quality, loyalty, productivity, turnover, safety and profitability, yet world-wide only 13% of employees are engaged. Leaders account for at least 70% of the variance in employee engagement scoresⁱ.



It's been estimated that the average organisation forfeits over \$1 million per year in untapped potentialⁱⁱ. The 70/20/10 concept is familiar to HR professionals, but leaders are crucial to the success of on-the-job experiential learning (the 70), much of the social (the 20) and formal or off-the-job training (the 10). Without coaching and mentoring only 16% of participants transfer learning in a way that improves performanceⁱⁱⁱ.

Humans are naturally goal-oriented. In order to gain satisfaction from work we need a sense of purpose. A leader is someone who can translate the corporate vision, mission and strategy into something meaningful to employees. The leader shows how the activities of each individual and the team contribute to important organizational outcomes. The work has clear goals, each person knows what is expected of him or her and feedback is frequent and constructive.

The difference between people who flourish and those who flounder is a feedback ratio of at least 3:1^{iv} that's three times the amount of positive reinforcement to corrective guidance, yet 60% of workers say they get no praise. Even the most self-motivated people need the positive momentum that comes from acknowledgement if they are to sustain performance. Leaders use mentoring skills when they give constructive feedback and do so often.

Leaders' model, they teach values, attitudes and behaviour, they lead conversations that align personal, professional and organizational goals. In short, leaders who use mentoring skills get the best from people. Mentoring develops employees and their increased capability builds the capacity of the organization. So shouldn't every leader develop and use their mentoring skills?

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Get your complimentary copy of the e-book **Mentoring – An Essential Leadership Skill** here: <http://eepurl.com/bHvf3D>

The world is full of uncertainty

- **Environmental uncertainty** - Who hasn't noticed that the seasons have changed – unseasonal rain, 'dry' wet seasons, more severe storms, unusual earthquake and volcanic activity
- **Economic uncertainty** - Which will be the next country to fall into sovereign debt problems or experience a stock-market crash with reverberations felt around the world?
- **Political uncertainty** - Terrorist activity, territorial wars and the resulting tide of refugees.
- **Technological uncertainty** - What will be the next big trend – and what industries will it change? Look what Amazon did to book stores, iTunes did to music stores and Netflix and similar streaming services are doing to video outlets.

This is a salesperson's greatest challenge and greatest opportunity.

Don't add to their Information Overload

It is a natural desire for us to want to share more information about our product. And there will be additional information you will have to tell them. Be aware of the information overload and only tell them new information that they need to know. When explaining it, be sure to integrate it with knowledge they already have. Ask more qualifying questions to identify the information that would be useful to them.

Help them Make Sense of what they already know

Customers don't inherently want new information from you – but they do love it when you help them make sense of the information already in their head. In the research they would have done before talking to you, it is likely that they considered some incorrect information or made some incorrect assumptions. Discussing what they already know and how this has affected their decision-making criteria gives you the opportunity to better understand them and also to address any 'wrong turns' they have made in their buying journey.

If your industry contains a lot of jargon, it is likely that your client has heard these terms before. It is also likely that some of them are misunderstood. If a client has heard an industry term once before they think they should understand it. They won't ask you what it means because that would make them feel stupid. If you can find a way of explaining it, this is a gift that they will appreciate – even if they don't say so.

Offer Insights not Information

People don't inherently value information any more, but they do value insights. What insights can you offer clients based on your broad contacts across the industry? What trends are you observing? How can you use your awareness of these trends to make your client feel ahead of the curve? How can you combine your industry knowledge and your knowledge of your client's particular preferences to help them make more confident decisions?

Change the Focus of your Intent

The accepted intent of the salesperson is, "I want to do everything I can to convince you to say 'yes' to my offer". There is nothing wrong with this. It's what clients expect you to do when you have 'sales' in your title.

In times of greater uncertainty, decision making is harder than ever before. There are more factors for the decision-maker to consider and more people that they have to justify this decision to – now or at some time in the future.

With this in mind, consider becoming a decision facilitator. Your intent becomes "I want to do everything I can to help you make a confident decision". This changes the focus – making you an ally in their decision-making process, not an adversary that has to be resisted. When you are the one that can convert their uncertainty to a confident decision, you will not only get the sale- you will have them coming back for more.

Follow these guidelines and you will create better outcomes for both sides in the negotiation.

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Catch someone doing something right

What is it that young babies cry for and the elderly yearn for? Is your first guess food? It could be, yet in this example, it isn't.

Is it the need for sleep? Perhaps for the baby but most elderly already get plenty. While the elderly may appear tired at times, the majority are very alert, active and full of vitality.

Let me help you with a more direct answer with the concept and act of giving **RECOGNITION**.

When babies cry out to their mothers or fathers, they may be hungry or require their diapers changed or need warmth from a blanket or to be held or cuddled. Because they are too young to talk, the major way they get attention is to cry out so parents or caregivers can understand them in that moment. The baby gets the recognition it seeks and their need for comfort is met.

The elderly on the other hand are experts in talking and chatting. However mainstream society is not that good at listening nor in giving them the recognition they may crave. As people age past 70, there are fewer opportunities for this age demographic to receive recognition.

Most areas that involve this concept and give some type of recognition for the elderly is when they are in their part time work, volunteering or in creating value through their hobbies or endeavours.

People who are looking at the sunset of their lives do not receive the same recognition they used to. This can be difficult for this group in our society to adjust to. It's a real challenge to keep this group motivated, yet numerous cities and countries are keeping their elderly involved all the days of their adult lives by recognising their help and involving them in communities or special events on a regular basis.

Praise as Pay

I travel on a regular basis on trains, planes, cabs and ferries to be with our clients. I fly 40 to 65 regional and international long haul flights per year in my work as keynote speaker, workshop facilitator and MC at Conferences and team kick-off / training events. I don't fly as much as some colleagues or clients yet I travel more than most people including many part time airline staff that I meet.

Having been on hundreds of flights and countless other means of transport, I often see magic moments that give me an opportunity to praise people who are serving customers. This creates a positive impact on them and then others.

In fact, I am a passenger who actually pays attention to the flight crew when they are going through their on board safety demonstration. After they finish and are walking the aisle towards me, I might say, *'that was the most informative and enthusiastic flight safety demonstration I have seen in a while – well done'*.

A large smile appears on the flight crew member's face at the moment of 'recognition' because someone was actually watching them. As the flight progresses and the crew start to serve complimentary drinks, I often receive extra snacks, main meals, drinks or cocktails because the crew member(s) recall where I am sitting and a personal *'well done'* comment.



Catch someone doing Something Right

Nearly every week, I experience people in the services industry who do a good job, however there are some who really stand out as customer service professionals. I contend these CSP's are adequately paid in their roles at restaurants, hotels, airport check in counters, on planes or as attendants in retail outlets however ...

When someone does an **exceptional job** that saves me time or money or makes the experience better, I will often make a point of thanking them on the spot. It's my way of *'catching someone doing something right'* and in doing so, the chances of them repeating that behaviour again is amplified many times over to others in the future.

For example the conversation might go something like *'Hi Karen (or John), I wanted to let you know I appreciate your service and for taking good care of us today with our meal (or coffee, tea, drinks or whatever it is they are doing). I can see you have been pretty busy yet you still found a way to give us outstanding service.'*

Karen (or John) I can't give you a raise in pay today, however I can provide recognition and hopefully the recognition will help you get the raise that you deserve. I can also follow this up with a short e-mail or note to your boss or supervisor to share what I have seen if you feel it might help you.

ReCOGnize: Throw Someone a Compliment

My wife and I recently travelled to Johannesburg and Cape Town to visit Australian friends who had moved in 2014 from Singapore to South Africa. Their move was due to a global realignment which became a promotion for our friend Peter to Vice President and General Manager South Africa for a multibillion dollar international market leader.

The Singapore Airlines 12 hour, east to west flight was long yet comfortable. After a decent night's rest, the next morning my travelling friend Michael and I were guests of Peter to play 18 holes of golf on a course designed by legendary PGA Champion, Gary Player.

In learning more about Peter's new country role, Michael and I asked him a variety of questions to see how he was enjoying the responsibility. Peter said that among the first things he did was to purposely visit and meet the senior, junior and front line team members in the various cities and regional offices.

Being innovative and creative, he then had hundreds and hundreds of flying discs made like the one in the photo to the right with its simple, yet powerful human relations phrase.



He sent them out to everyone in his South African team to their office or home with a welcoming letter as South African Country GM and VP in which everyone could sense they were an important 'COG' in their company machinery.

The impact of this was immediate. People could feel that the direction and team culture that Peter was looking to create would help gel the leaders and ignite workers. And sure enough, new higher standards of performance and productivity occurred which also helped stimulate slow growth areas and build across department momentum.

Four Tips to help you Recognise others in 2016

- 1. Awareness:** Keep your head up. Look to your left, right and in front to observe the obvious as people are in their role or doing their job. Most of society is now looking down to read their phone for the next SMS, email or watch a streaming on line show. While you may do this at times, try to be more aware and observe those who are serving you.
- 2. Listen and Praise:** Sometimes a conversation or situation that is happening around us is more than just noise. It is a chance to listen and perhaps praise someone who is doing their job well. Like the airplane safety demonstration example, if we pay attention to others, it might just have an immediate and unexpected bonus or pay off factor.
- 3. E-mail:** When you see someone doing something well, ask them if they might like a few words in a message to their supervisor to state what you've experienced. This will not apply all the time, yet it is amazing how many people will say yes. You will stand out when they know you want to compliment them in their role or job versus a complaint.
- 4. LinkedIn:** With millions of people involved with social media and professional profile pages, it's easy to ask others if they would like to connect. You can also make a recommendation or tick the boxes of their expertise or skills.

If you use one or two of these tips, you will quickly expand your professional network and contacts base. If you use all four, you will have more fun, joy and grow incrementally in your mind set and acts of **RECOGNITION**.

Give it a go and let me know how you do during the '**Year of the Monkey**' in 2016 and into 2017.



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

The Rolling Stones were to perform at the first of seven sold out concerts across Australia and New Zealand when internet and television news flashed with a 'breaking news' story. Countless people were stunned that Mick Jagger's steady girlfriend since 2001 had taken her life due to huge financial debts and chronic bouts of depression.



Quick decisions by Mick Jagger and fellow Rolling Stones band members to postpone their long awaited Down Under tour out of respect to Miss Scott proved to be the right professional, personal and public decision.

As colleagues over five decades, these rockers tightly banned together. Their grief, yet resilience were on display daily before the public and curious media. Putting their much loved Miss Scott's care and memory ahead of concerts, promoters and profits brought The Rolling Stones an understanding attitude from the public and new raving fans.

Five decades after first appearing at London's Oxford Street Marquee Club as a start-up band in 1962, The Stones 'bounced back' from this personal and close knit inner family tragedy. They honoured Miss Scott with amazing concerts and massively attended performances in October and November across Australia and Auckland, New Zealand.

What lessons from The Stones' 53 year journey can help you to build your resiliency bank account? In spite of life circumstances, the economy or family tragedy, how can you be more resilient and thrive in the challenges of 2016?

6 Tips to Bounce Back and Move Forward in 2016

1. Reflect, Renew, Reward: What did you achieve in 2015 that makes you feel proud? How will you renew your body and recharge your mind for the year ahead? What new goals will you set as targets and then reward you or your family when you achieve them?

2. Manage Change - Learn to Adapt: Psychologists agree that change in any of the following areas create stress. Three or more changes at once can lead to depression or anxiety issues if not managed properly.

* 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 and * A relationship change, divorce, separation or the start of a new relationship or a first or second time marriage with a new or shared family.

3. Improve your Professional Skills: An Australian privately held pest Control Company I have mentored was recently voted number 1 out of over 1,000 industry competitors. The owners are known for improving their skills, upgrading client-servicing methods and helping their team and employees with innovations to remain on top of their crowded field.

4. Limit Requests of your Time by Community or Social Groups: The limited resource at our discretion is time. Multiplying 24 hours by 365 days, we each get 8760 golden hours to invest per 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-profit, community, social groups, relatives.

5. Balance Health, Family, Friends and Work: Look at creative and simple ways to move things off your 'To Do' list. Hire experts to help you and outsource tasks to experts to save you frustration and maximize your time.

6. Collaborate with Business Colleagues or Friends: Make a difference in your community or industry through special projects with people you like and trust. Our e-books are one example of how we've had a positive impact by collaborating with colleagues and friends we have known for many years from numerous countries.

If you need a few good ideas to help you get started ... give me a call.

Rob Salisbury B. Com., CSP, keynote speaker, sales trainer, facilitator and popular MC has been hired over 2100 times by 600 global firms, Universities and Associations in over 20 countries and 55 different cities.

He is a former two-term President of the Sydney and Canberra Chapters of the National Speakers Association of Australia with nearly 300 financial members and a recipient of numerous awards for service to associations, peers and industry clientele.

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You can focus on what's not OK, on what you don't like and on what's wrong. Or you can focus on what's good in your life—on what you could appreciate.

The state of appreciation will create a positive, constructive state of mind. It's impossible for you to feel grouchy, annoyed, sad, etc., when you're feeling appreciative.

Appreciation Is Higher-Level Thinking

There's been a lot of work (by many, including Robert A Emmons, Deborah Norville and Stephen Post) that makes it very clear that ...

The more appreciative you are, the more optimistic, energetic, determined, interested, physically healthy, mentally healthy, joyful and confident you'll feel.

That sounds like a good reason to deliberately and regularly ponder on what you could appreciate in your life, work, relationships, community, environment and so on.

And you won't have to Tweak your Thoughts too Much ...

... as the following apparently true story about the blind beggar demonstrates:

He sat on the footpath with a sign, "I am blind, please help me." Donations were small and scarce.

A woman walked by, looked at the blind man's sign, and wrote a new message on the other side of the placard.

People then stopped as they walked by. And many donated.

The blind man asked the woman, "What did you do with my sign?"

"I wrote the same thing, just different words" she responded.

The new sign said, "It's a beautiful day and I can't see it."

As soon as the blind man's begging was superseded with an appreciative message, his passers-by responded positively.

Do you want to Eliminate your Negative Emotions?

Or do they feel too comfortable and familiar to you, like an old, comfy pair of shoes? If the shoes have passed their "use-by date" it may be time to replace them. The "use-by date" for being grouchy, annoyed, sad, etc., has probably passed too.

Just like the blind man with the sign, focusing on the negative, what's not OK, could be putting a cap on your career, damaging your relationships and harming your health. (Please seek support from a trained professional if you need to.)

How to Develop a Habit of Being Appreciative

The pursuit of appreciation will make you happier than the pursuit of happiness!

For me, a daily reminder in my electronic "To Do List" works well. Some people put a moveable sticker in their "Day Book". Others write on their bathroom mirror. Some people make a point of remembering to appreciate every morning when they wake up and every night before they go to sleep, or on-the-hour-every-hour. **The important thing is you find an approach that works for you.**

Managing your emotions by feeling appreciative is essential if you're to be the best that you can be ...☺.



Carolyn Stevens works intimately with leaders who want to accelerate their success.

Based in Sydney, Australia – a highly credentialed and experienced executive coach who offers an insightful understanding of the world of leaders gained from over 25 years of working in the human resource development field.

She develops trust-filled relationships with the leaders she coaches. These relationships facilitate authentic, outcome-focused discussions and lead to outstanding performance and results.

Get her bite-sized, twice-monthly leadership solutions at leadingperformance.com.au

When a new hire joins a company their expectations are high but a common reason they leave is not the organisation; it's their immediate manager.

Research on employee engagement tells us that happiness at work flows from the leadership skills of managers.

'If managers fail to create job satisfaction within their teams, people feel unmotivated and negative,' says Michael Leimbach, Vice-President of R&D, Wilson Learning Worldwide. 'Managers have the power to create a team that is totally engaged or they can stifle work fulfilment and drive people to leave their jobs'.

There's an even higher correlation between how managers lead and employee satisfaction.

What leadership behaviours contribute to employee fulfilment? Recognition, feedback and support are important for creating staff engagement. Giving direction and setting goals are also high on the list.

There's a connection between business results, leadership behaviours and employee fulfilment which impacts competitiveness and profitability. How managers interact with their team on a day-to-day basis is now recognised as a key driver of business performance.

Managers with high emotional intelligence and effective leadership practices create high level fulfilment in their people and keep good staff. This has a direct impact on the bottom line.

According to a report by Aon Hewitt, 4 out of 10 employees worldwide are still not engaged. This report links employee satisfaction with performance. Employee engagement is a leading indicator of company growth.

Companies that managed higher employee engagement throughout the economic downturn are now seeing dramatic, positive impacts to their revenue growth.

What did Google discover are the 8 good behaviours of a manager? In the early days of Google, there weren't many managers. With a flat structure, most staff were engineers and technical experts. In 2002, a few hundred engineers reported to only 4 managers. But over time and out of necessity the number of managers increased.

Then in 2009, the People and Culture team at Google noticed a disturbing trend. Exit-interview data cited low satisfaction with their manager as a reason for leaving Google. And because Google asked their statisticians to analyse and identify the top attributes of a good manager.

They called this 'Project Oxygen' and after a year of research its findings identified the top 8 behaviours of good managers. What's significant is not just the list of attributes but the *order of importance*.

#1 - Be a Coach: Top of the list is, '*A good manager is a good coach*'. Surprisingly, attribute number **#8**, '*Technical skills to help or advise the team*' is last.

Here are the other attributes:

#2 - Empowers the team and does not micromanage

#3 - Expresses interest/concern for team members' success and personal well-being

#4 - Is productive and results oriented

#5 - Is a good communicator; listens and shares information

#6 - Helps with career development

#7 - Has a clear vision/strategy for the team

Once Google compiled its list of top 8 behaviours, the company taught them in leadership training programs, as well as in coaching and performance review sessions with individuals.

By November 2012, a comprehensive leadership development program of communication and training cultivating these key management behaviours was in place. Consequently, the company experienced statistically significant improvements in managerial effectiveness and performance.

The Google experience was a published case study in Harvard Business Review July 2012 ... a lesson for all organisations.



Nina Sunday CSP, BA, Dip Ed, is an author, keynote speaker and workshop facilitator who helps Sales Managers and Team Leaders create a collaborative team environment for improved sales, productivity and engagement. Nina served two terms as NSW/ACT President of Professional Speakers Australia. The Australian Institute of Training and Development awarded Nina an *Innovation in Learning* award. Based in Sydney, Nina presents globally.

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Kaizen

In Japanese language 'Kaizen' means 'continuous improvement' -from 'kai' meaning change/make better and 'zen' meaning 'good'. The philosophy of Kaizen comes out of the Toyota Way, an approach that grew Toyota into one of the largest manufacturer of cars in the world.

The goal of Kaizen is to create a workplace with energy and vitality which respects people, provides them with the will to strive and by doing this, enhance their feeling of self-worth.

What is the real work people should be doing in the workplace? According to the Kaizen approach, people are at work not just to supply their labour, but also to use their creativity to improve the way things are done. Continuous small improvements (Kaizen) add up to major benefits: faster delivery, lower costs and greater customer satisfaction. Tasks are made simpler and easier, speed and efficiency is increased, processes are re-engineered, a safe work environment is maintained and product quality is constantly improved. The overarching purpose of Kaizen is to 'create a vibrant work place by each individual making their contribution'.

How to Apply Kaizen in the Workplace: Ask everyone to look around their own work area to discover small problems. At the same time, consider one possible way to resolve this problem. Kaizen is not just about finding a problem; it's being creative to come up with a possible solution. Submit that problem - with possible solution - to the Kaizen Committee who may brainstorm another, perhaps more elegant, solution. If they choose, that committee has authority to take action.

Suggestion Box or Kaizen Board: Under Kaizen, all staff are empowered to locate gaps, inefficiencies and offer suggestions for improvement. Place a suggestion box or notice board in a central area or allow people to add ideas to an online document on your intranet.

Kaizen Committee: A Kaizen Committee can be made up of 5 – 10 team members drawn from different levels of the organisation who are each passionate about change and improvement. The committee meets weekly for no more than an hour to discuss ideas for improvement from staff and action that can be taken to improve that situation. You can call this group any name you like e.g., 'Improve Group'.



Kaizen Board or Ideas Board: You can put up a notice board with 4 headings:

- Ideas
- To do
- Doing
- Done

Or simply have an Ideas Board with 4 segments:

Low effort / High Benefit
High Effort / High Benefit
Low effort / Low Benefit
High Effort / Low Benefit

Include a 'hall of fame' area to display quick wins as they occur, with 'before' and 'after' photos. Recognise the individual who came up with the idea by adding their photo. Locate in a central area and make it colourful. People are attracted to add fresh ideas to the board and can stay up to date with what the Kaizen committee is doing.

Kaizen Report: A Kaizen report is short and simple. It summarises before and after.

Before: we had this problem.

We took this **action**.

Effect: it became a little better.

Be a problem-solver: Everyone can become a problem-solver. The challenge of looking for ways to improve makes work interesting, at the same time benefiting the organisation. Build a culture of stopping to fix problems. Empower people to locate a problem worth fixing. Make it easy for people to make suggestions; then get back to them with a response.

Kaizen their job: Ask people to kaizen their job by continuously asking themselves; "How can we do this differently?"

Nina Sunday CSP, BA, Dip Ed, is an author, keynote speaker and workshop facilitator who helps Sales Managers and Team Leaders create a collaborative team environment for improved sales, productivity and engagement. Nina served two terms as NSW/ACT President of Professional Speakers Australia. The Australian Institute of Training and Development awarded Nina an *Innovation in Learning* award. Based in Sydney, Nina presents globally.

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How living in a world data-rich yet attention-impooverished is affecting our lives and our brains.

A surprising encounter

Unexpected melodious sounds drew me towards a street in Florence. To my delight, I watched as spectators spontaneously danced on the cobbled pavements to the tune of a well-known piece. As gracious as his music, our busker gave genuine appreciation as several coins landed in his violin case. So taken was I with the quality of the playing and an instinctive hunch there was a story behind this marvellous talent, I decided to chat with the musician.

Victor studies in Salzburg and willingly told of his deep commitment to his craft and as you would anticipate, the many dedicated hours of study and practice required each day. He also plays with some of Europe's top orchestras.

Certainly, that in part was to be expected. But what he said next, though, rather surprised me.

He declared, "If you want to be first class, you have to discipline distractions". Now, I was intrigued.

"A violin virtuoso is not born but made by a set of decisions. Those decisions are made each and every day, moment by moment", Victor informed.

Victor explained that every minute of every day he had to make decisions that enabled him to be focused and directed to some aspect of his profession. There was not only little time, but no time, for the irrelevant or things that did not contribute to his craft. He admitted, "One day, three years ago, I realised that the first and last thing I did in a day was look at social media. That was a distraction of focus and certainly time, I could not afford to engage if I wanted to be world class. These are critical times in a day to set one to focus, study and integrate learning. I now know that to discipline distractions is a strong suit of mine. It contributes immeasurably to my success."

"And why 'busking' ...?" I ask.

"I have chosen to busk for several months at this time because it is giving me an intimate worldly experience since I want to develop a special ability to engage with those who appreciate music."

A different set of decisions for this young virtuoso: a different level of accomplishment to be world class.

The result of multitasking and heavy multimedia usage coupled with our world of ubiquitous distractions is having a negative impact on thinking. Our brain may be changing due to the constant use of technology and the distractions it provides. It takes effort and awareness to discipline distractions, especially distractions that appeal to our sense of belonging and entertainment.

It is at our peril that we ignore the evidence and merely accept the velocity of our professional worlds and personal lifestyles. The field of neuroscience proves that taking care of our most important asset, our brain, is imperative to being more effective in decision making. Choosing how and when to be interrupted is an even more important discipline in our age of big data. We need to be judicious about the interruptions we allow and how we deal with them.

Studies show workers are interrupted every 11 minutes, 44% of workers interrupt themselves and we deal with interruptions immediately 73% of the time, even though it may not be necessary. We live in a world that is data-rich yet attention-poor. Distractions come at a high cost to mental processing and the calibre of decision making that leads to being world class.

Jill Sweatman is a corporate culture and education specialist. She has worked in 14 countries as a speaker and facilitator providing memorable learning experiences. Jill is one of the few business educators who have studied Service Excellence at the Disney University.

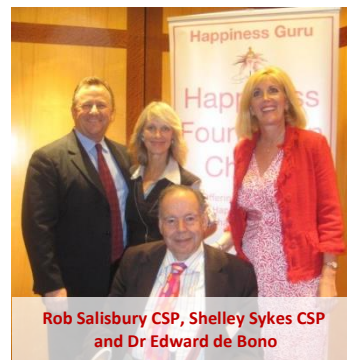
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You might be asking yourself, what does **Get Syked - Get Happy** mean? It literally means finding out what makes you inspired and happy. Then the motivation to be productive is almost instant with happiness following.

Research has shown that happiness is unique to each one of us. We are on earth to influence as well as experience life. What determines whether our experiences are good or not is often due to our belief systems given to us initially as a child, the environment in which we grow up and those around us who help to shape us.

The age-old adage is 'what you think and believe' is pretty much true. I have found it also very instrumental in what one can achieve. What I have learnt and realised is that motivation and inspiration are short lived if it's truly not what you want to do with your life.



Rob Salisbury CSP, Shelley Sykes CSP
and Dr Edward de Bono

Many people are advised to find a good job that pays well for security yet we are all smart and pretty gifted with our own talents. Security with a paycheque from an employer can be very rewarding yet at times, it can also be limiting.

Some of my ideas for a great 2016 include the following four tips:

Find out what truly makes you happy and create the list and don't worry about HOW you will do it.

1. Look at what your belief systems are. What obstacles pop up and reasons that may prevent you from achieving your ideal life goals and adventures. These will be the belief systems that are no longer working for you.
2. Work on changing old belief systems and replace them with thoughts that are the opposite and with no limit to what you want or what could be possible.
3. Next take steps to show the universe that you have faith, determination and are doing things that show you are pursuing for your goals. Do things that will Syke you up because this is helping to bring you closer to your goal.
4. Finally check in with yourself to see if what you are doing is bringing you closer or further away from your goals. Go with the flow and what you know works.

I understand it can be daunting at times and as we all know, the first step of any journey is in stepping out and taking it. Perhaps some of the following may be encouraging from my own life and believe me; it has had plenty of magic moments but also difficulties along the way (but all worth it).

1. **Travelled the World:** Shelley speaks 7 languages, has lived and worked in 5 continents and travelled from Africa to Antarctica to Australia to Asia and around the United States with her Travel Show, despite many obstacles.
2. **Miracle Child:** She never gave up on her blind son that he would be able to see and walk after all the doctors declared it an impossible. '**Callums Cure**', her book, won the Indie Book of Excellence for Parenting and being reviewed to be made into a movie.
3. **Mount Malibu:** Shelley bought a 17 acre property in Malibu with 360 views of the sea, mountains with an infinity pool, sound studio and spa and this is her base for three of her television shows. There is a family of wild deer that drink from the koi pond and the property can easily be a picture book for Vogue Living Magazine.
4. **Warner Brothers Entertainment:** They distributed three of her television shows nationally and internationally with Shelley as the host, showcasing talented people to help inspire and motivate her audiences.
5. **Grammy Award Winning Artists:** Shelley works with Grammy award winning music producers – producing her songs

Dr Shelley Sykes is a British born, yet for many years based in stunning Sydney, Australia and now resides in Southern California. She is on the Board of the Malibu Music Awards and Director of an international Media Company in Australia and the USA producing television shows distributed by Warner Brothers

Entertainment and Music. Author of numerous award winning and bestselling books, she is booked as an inspirational speaker by many companies each year to help their teams achieve more. She is amongst just 100 business speakers in Australia to earn CSP accreditation from the National Speakers Association of Australia. www.shelleysykes.com



Did you know that you have your very own resident wizard within you?

You may be surprised to know that you actually do six things inside your head at any given time.

You see images. Maybe you can picture what your partner or best friend looks like. You hear sounds. Can you hear the sound of your friends' voice or your favourite song? Then there is smell. Do you have a favourite perfume or can you imagine the smell of freshly baked bread or coffee brewing? And taste. What's your favourite food? Can you remember how it tastes? Of course you have feelings so can you remember the last time you felt totally ecstatic? And the most important one is self-talk. The question is what are you saying to yourself inside your head?

Just for a moment, consider that wherever you are in your life right now has come about by the way you've chosen to lead yourself inside your mind. **Is what you are doing inside your mind helping you move forward in life or hindering and holding you back?**

Let's suppose you are about to go into an important meeting. Are you saying to yourself, 'this is going to be a brilliant meeting,' or 'I hope I don't mess this up?' It's probably the second statement, isn't it? And guess what? You probably mess it up! Would you like to know why that happens?

Here's the key ... you cannot think about what you don't want to think about without thinking about it.

Allow me to elaborate and introduce you to your two minds; the conscious mind and the unconscious mind. Now your conscious mind is the goal setter, getting clear on your objectives and the direction you want to go while the unconscious mind which is the goal getter, is helping you reach your destination. Consider your unconscious mind like an obedient younger brother or sister that wants to please you by doing things for you ... and it has a challenge with 'not' things. So if you say, 'don't eat those sweets', what is actually heard is 'eat the sweets'!

So are you focusing on what you don't want or are you focusing on what you do want?

It sounds simple enough, right?

The challenge is that most of us have more reference points for what we don't want rather than what we do want. So what can you do instead?

Here's your **tip for success**. Make a list of everything that you don't want. That's right ... **everything** that you don't want in a job, relationship, your finances, friends, career etc. Then when you read that list, here is the question that you can ask yourself:

If I don't want this, what do I want instead?

That means you will have a list of literally everything that you do want ... and that's a powerful message to your unconscious mind.

Remember that we learn through tapping into our own resident wizard within to recognise our patterns in thinking and behaviour. As you begin to recognise yourself as your own creation you then expand the boundaries of what is possible and what you can create in your life.

Carol Talbot has guided and inspired people in over 17 countries offering motivating events for world class companies globally. Known as the NLP expert in the Middle East, Carol utilises its many tools and techniques to create rapid shifts for groups and individuals as well as breakthrough experiences such as the fire-walk.

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In 280 BCE King Pyrrhus of Epirus larger army defeated the Romans in a battle fought in Heraclea. Although the Romans were outnumbered in terms of soldiers and resources, the amount of casualties they inflicted on King Pyrrhus' army was so devastating that although Pyrrhus won, it was also considered a defeat. Today King Pyrrhus' name is epitomized as a metaphor called '**Pyrrhic victory**'.

Pyrrhic victory or 'hollow victory' occurs when even if one party wins, the amount of effort, money and resources that was utilized to gain that victory does not justify the end.

Another example of a Pyrrhic victory was based on the battle of Thermopylae in 480 BCE that depicted the epic confrontation between 300 Spartans against a superior Persian army that outnumber them by almost ten to one. Although the Persians won, they suffered devastatingly high casualties. The Spartans, despite being defeated, sustained a strategic victory by causing exponentially high casualties to the Persians and thwarting further invasions.

Today, the corporate leader has to be mindful of a Pyrrhic victory as this is a painful way to escalate the possible demise of a successful organisation. There are many reasons why large and successful enterprises sustain a Pyrrhic victory.

Corporate arrogance leading to ego issues

When a corporation becomes very successful they begin to feel invincible and become egoistical. This may eventually lead the corporation to invest all its assets on the product or service they are offer in the belief that their consumers will always want them. This creates an opportune ground for new start-up companies to duplicate or give a cheaper alternative that is equal or more reliable to the products or services of larger and well established corporations. To protect their market shares, the larger corporations will increase their expenditure in advertising that does not translate into profits. These corporations then become egoistical about their products and or services and continue to maintain their pricing that provides further opportunities for smaller start-ups to exploit.

Overconfidence and Conformity Bias

Large successful organisations may become overconfident in their products or services and start believing that there will always be customers' buy-ins. This conformity bias develops into a lackadaisical attitude such as that the company does not update or upgrade or possibly not come up with new ideas. They become trapped in their own success and try to eradicate their competition. This will motivate their competitors to exploit novel and creative ways to overcome the 'big boys' and dislodge their market shares. Even if the smaller competitors are unsuccessful in this venture, a strategic victory is assured as psychological damage is done to the larger organisation.

Avoiding a Pyrrhic victory

Pyrrhic victory is avoidable with a farsighted leadership perception. Start by changing the 'don't rock the boat' mentality. Products and services may not enjoy sustained popularity as consumers have changing expectations. Corporations should leave the comfort zone and be ever mindful of the fluid state of consumers' perception. Sun Tzu, in Art of War said: "Always think of danger in time of peace"

Think 'win-win' when there is a conflict; be mindful of your biases and ego. Biases will lead to judgement errors as you may not think of the consequences of your action until it is too late. Reflect on the insightful musing of Goethe:

"What you get by achieving your goals is not as important as what you become by achieving your goals."

Be wary and extremely cautious of corporate arrogance. This is the major key to prevent a Pyrrhic victory and ensures that when you are in the rough ocean of your life that you do not succumb to the waves of uncertainty.

Daniel Theyagu is the senior managing partner of **Lateral Solutions Consulting LLP**. As a corporate trainer, seminar leader and keynote speaker at conferences since 1989, he has designed and delivered high impact training programs focusing on the participants appreciating their returns on investment in areas of leadership, thinking strategies, personal self-development and organisational productivity. Daniel is an adjunct trainer with NTU and SIT and has authored 6 self-help books.

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*In this article, Simon contends that motivation is the **key** to success and well-being of any business. Here, he outlines what leaders can do to develop a motivated, collaborative and productive workforce.*

Organisations can have the best software, systems, policies and procedures in place but they count for little unless their people feel connected to the business.

It is well accepted (and proven) that motivated people perform more effectively in delivering results than de-motivated people. Yet it is strange that, according to global HR consultants AON Hewitt, only 31% of organizations in Australia and New Zealand are actually improving employee engagement^[1].

Therefore, leaders should be doing all they can to create the right conditions for their people to excel. Yet, as we know, this is not always the case and so the end result can often be costly for an organisation: high staff turnover, under-performance, a 9 to 5 mentality, a 'me' rather than a 'we' culture and care-less customer service are just some of the consequences. However creating the right conditions isn't rocket science.

Here are **5 simple steps** that organisational leaders can implement to start unlocking the potential in their own people.

1. Ask for feedback

The starting point for a leader looking to motivate his or her team is to assess the mood in the camp. This can be achieved in a non-threatening way by asking team members to participate in an anonymous online survey in which a variety of questions are asked. They need to be reassured that this exercise is not a witch-hunt but rather an opportunity to express their views, positive or otherwise and for the Partners to gain a better understanding of what makes the rest of the team tick.

For example, using a rating scale of **1** (*not at all*) – **5** (*absolutely*), it is easy, quick and cost beneficial to get some meaningful answers to these questions:

- Is this is a fun place to work?
- Do you feel you are sufficiently rewarded?
- Do you understand where we are heading?
- Do our senior Managers/Directors set a good example?
- How well do you understand the economics of this place?
- Do we invest sufficiently in your professional development?
- Do you get enough encouragement and performance feedback?
- Are you motivated to continue working with us for three more years?



The resulting scores can give an indication of the mood in the camp. A score of '4' (80%) or more should be reassuring; a score of 3 or less should be cause for concern. Whatever the outcome, team leaders need to acknowledge the feedback and to thank team members for their candid participation. This is best done in person at a team meeting rather than by email. A failure to follow up can be counter-productive as there will be an expectation that something will happen as a result.

2. Give your team something to believe in and aspire to

Most people want to find work that is meaningful, enjoyable and that provides them with the opportunity to get good at something that they can feel proud of. The leader's job is to help them to discover what that is. Achieving all three is 'nirvana' but is elusive for many in the workforce. Of the three, 'doing meaningful work' is perhaps the most important. If a job doesn't mean something, it may never be enjoyable and if it is not enjoyable, it is hard to imagine how anyone could be any good at it! Conversely if a job is meaningful, it can be made enjoyable and with training or practice, one can even get good at it.

With this in mind, team leaders should aim to instil a sense of self-belief and purpose in their people if they are to give them something to aspire to. Once people understand the reasons why they are doing something, they will be far more confident to go the extra mile and to tackle the more difficult tasks; not because it is expected of them, but because they are motivated to do so.

Outlining the firm's vision statement or financial goals may excite the leaders but not necessarily the team unless they have had some say in its construction or a vested interest in the outcome.

3. Allow each person to propose his/her contribution

Once the team is in unison about the purpose of the group and has identified some initiatives or objectives, the team leader needs to ask 'how are we going to pull this off?' The best approach is to invite the team to answer that question themselves. Team leaders should not try to coerce commitment as this can inhibit people from using their initiative or expressing innovative ideas. The leader should allocate each person a role, outline the expected responsibilities of that role; allow that person to choose his/her own goals and tactics and then coach them along the way.

Subsequently inviting them to complete a simple personal plan that outlines some goals and tasks with deadlines ("what are you proposing to do, how are you going to pull that off and by when?") will provide more focus than any of those meaningless key performance measures that tend to focus more on process and less on results.

4. Support learning and development

If leaders want their people to become more confident and proficient, they have to support and invest in their learning and development. Some initiatives might include:

- assigning team members new tasks that they have not undertaken before
- inviting educative guest speakers and clients to speak to the team
- starting a 'what have we learnt?' discussion group to build on past mistakes or successes
- starting a library comprising learning materials (books, CDs and DVDs) that can be considered over a lunchbreak
- starting a book club to review business, self-help or motivational books

5. Acknowledge achievement

Leaders should aim to pay well but should remember that some of the simplest gestures that cost very little can have a very positive impact on people's morale. Earlier in my career, after I stopped practising law, I started working for an advertising agency. After only a few weeks in the job, I recall discovering a bottle of wine hidden in my desk drawer with a handwritten note from my boss, simply saying, "Thank you for all your efforts; glad to have you on the team". I had never experienced appreciation like that before. It had a profound impact on me at the time and obviously, it was something I never forgot.

Conclusion

While we are all responsible for our own lives, team leaders can make a significant difference in enabling people to discover their true potential.

Nineteenth century American writer **Ralph Waldo Emerson** once wrote *"trust men and they will be true to you; treat them greatly and they will show themselves to be great"*.

If leaders take his advice, they might be very pleasantly surprised by the outcome.

[1] Based on research in 2011.

[2] <http://www.aon.co.nz/newzealand/products-and-services/by-specialty/human-and-capital-consulting/talent-and-rewards.jsp#best-employers>

Simon Tupman MBA is a New Zealand-based business speaker, facilitator and author of three books including international best seller, *'Why Lawyers Should Eat Bananas'*.

His mission is to impact positively on people's lives by presenting ideas and insights that engage and inspire them to thrive in a changing world. For over twenty years he has worked with a wide variety of mature organisations especially legal and professional services.

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How do you define happiness? Is it achieving a long awaited goal, earning a high income or landing the next big deal? Would you agree Westerns have more to be happy about than our counterpart countries? Or are we deceived?

Born to Middle-Eastern parents, culture, religion and family were high on my value system. Able to juggle and manage a cultural and familial lifestyle with workplace requirements and social expectations, I must contend I believed I was happy. As a cultural and career-orientated mother I measured happiness and success through my children, family and community as well as my qualifications, profession and experiences. So when opportunity knocked I opened doors.

I choose to frame my world positively and not to disclose the complexity of juggling two differing worlds. A world as a Muslim Australian constantly challenged to prove my skills and ability as a Western female employee.

Was I able to unite East and West? Absolutely! Yet truthfully amidst being constantly busy I identified an emotional void. After some time I realised I had been the recipient of unconscious exclusion of the two worlds I claimed as mine.

In search for an explanation I immersed myself into a new world of mindful awareness. I learnt the most powerful lesson. The ultimate key to happiness is liberation. Liberation is the connection to true self and being authentic.

Are you challenged emotionally? Have you been listening to your inner intuition? The pursuit of happiness is a journey that begins with conscious mindfulness. Firstly connect to your true self and experience the powerful feelings of love, joy and exuberance. Make this a priority before you venture out to touch the lives of those in your circle of influence and beyond so that you can align to your life's purpose.

Follow these four steps to integrate more awareness into everyday living and experience greater inner happiness.

1) Love Unconditionally

Learn to nourish yourself with love to feel fulfilled. Don't look to the outer world. Go inward and begin to love your point of difference. Love the amazing person you currently are and everything you have to offer. Remember no one is perfect and you and everyone else are deserving of unconditional love. Regardless of differences, everyone craves to feel love and connection.

2) Express Gratitude

Don't take for granted the good things in life. Count your blessings. Gratitude is a mental tool we use to help shift focus and increase ones energy frequency. Get into the habit of being in a state of gratitude as it can help you through hard times and produces a happiness boost. A common happiness practise is to keep a gratitude journal as it helps cultivate an appreciation for people and resources.

3) Celebrate Diversity

Turn your attention away from others and onto self. No two people will ever be the same therefore examine your own behaviours, attitudes and strengths and celebrate what you have to offer by way of diversity. Embrace your own cultural, religious, racial and unique identity to fully appreciate the diversity of others. Accepting your authenticity actually increases inner harmony and enjoyment.

4) Perform Acts of Kindness

Whatever wave you may be riding to find inner happiness, operate from your heart space. Perform Random Acts of Kindness (RAK) to keep you and others motivated and happier with feelings of inclusiveness. An act of kindness is an impromptu gesture towards anyone without expecting anything back.

When you give of yourself not only does it lead to happiness, your physical health is improved, depression is reduced and well-being is increased.

Live a happy life with no regrets!



Najla Turk is a best-selling author and a Diversity and Inclusion Consultant. Najla has first-hand experiences of the challenges of being culturally diverse with over 20 years' experience delivering training and workshops on cultural intelligence.

She uses her knowledge and skill to guide leaders to manage workplace diversity and increase engagement and productivity. Based in Sydney, Australia

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Since I was a boy sales has been a way of life for me.

I was raised in a small family business and thanks to both of my later parents I was exposed to the world of sales. You may say I was raised to be in sales and for that I am really grateful. We have all done it at some time. But little things like that don't really matter, or do they?

For everyone needs sales to survive. Without sales, there are no transactions, without transactions there is no revenue, without revenue organizations would not exist and no one would have a job. So the world revolves around sales.

But the strengths and strategies gained by working in sales are also valuable grounding 'as fundamental to any role as putting air in tires', as a commentator in *Why Sales is the Best First Job* put it.

The article, written by Somen Mondal and recently published on LinkedIn drew close to 8,000 likes and more than 500 supportive comments.

The author's supporting reasons were:

- **Sales is everywhere.** It doesn't matter what you are doing, there's always some aspect of selling involved
- **Speaking ability.** There is no other profession that allows you to continually practice and get better at speaking and connecting to people.
- **Confidence.** Gaining experience in sales - talking to perfect strangers and turning them into your customers and even friends- definitely increased my confidence.

I agree with all of the above. Don't you?

We all have the need and challenge to sell something to someone, whether it's a product (to potential buyers), a plan or direction (to shareholders), or yourself and your ideas (as a job candidate).

People "buy" people first, particularly people they trust and like. Sales today is about relationships, relationships you build with clear communications, engaging buyers into conversation to build rapport or trust and then qualify them and prescribe solutions. These skills - especially effective listening, clear communicating and problem solving - are competencies that are valuable across all aspects of life.

Sales also builds confidence and resilience against rejection, an element in all human interaction. In sales, as in life, you have to fail to succeed. If you don't try, you'll neither fail nor succeed. The fear I had of public speaking in my early 20s could have set me back forever. But with coaching, I developed enough self-confidence to finally give it a try and the audience applauded. I got on stage again the next day and spoke in front of another group of people. I got my first standing ovation. That was enough to give me the confidence to keep going and to accomplish my dream of becoming a professional speaker and a mass-volume salesperson.

As a certified sales professional I'm proud of my profession and believe, like the author of *Why Sales is the Best First Job*, that the strengths and strategies gained by working in sales are valuable grounding for any job.



Bob Urichuck CSP is an internationally sought after speaker, trainer - founder of the "Buyer Focused" Velocity Selling System—and best-selling author in six languages. His latest books are *Velocity Selling: How to Attract, Engage and Empower Buyers to Buy*, and *Motivate Your Team in 30 Days*.

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Bob Urichuck
Founder

Are your habits controlling you? If so, you are not alone. The lives of many people are controlled by their habits. It may be time for some discipline in your life. Discipline is defined as a commitment to yourself in order to succeed and soar in life. The commitment is to do what you have to do, even when you don't feel like doing it. You should be aware of your detrimental habits in order to take control. It is time to replace ineffective habits with effective ones, set goals and begin to soar in life.

Habits usually exist without our knowledge. If you introduce discipline as a daily ritual, you will consciously become aware of what you are doing. You need to learn to manage what is within your control such as your thoughts, your attitude, your self-talk and your reactions. To exercise control, you need to be aware of certain influences and let go of the things that are out of your control as for instance the weather, other people and time.

Once you are aware of your habits, you can then determine if they are effective or ineffective. When you identify an ineffective habit, you need to replace it with an effective habit. In other words, out with the bad and in with the good. For example, if your habit is to procrastinate, discipline yourself to complete a specific task that you have been putting aside and then reward yourself accordingly. Any behaviour that is recognized and rewarded will be repeated.

Once you are able to establish the difference between your effective and ineffective habits, you can take the next step, start setting goals, start outlining your life plan and take action! Write down all your personal and professional desires in a journal, then categorising them and create an action plan.

Also, think of what you can do for just one hour a day that can help get you where you want to be later in life. Breaking up large goals into numerous smaller pieces allows you to focus on the details and not get overwhelmed. Further tools to help you with setting and maintaining goals may include a prioritising chart, a Soar Board and a monthly monitoring chart.

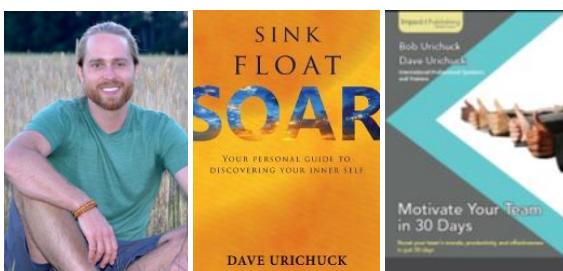
Success is based on good judgment and good judgment comes from experience. Give yourself permission to fail so you may learn. Any mistake is a learning opportunity and an act of courage. Once you learn your lesson, recognise its worth and reward yourself. Even the great Walt Disney lived through several failures personally and professionally, including bankruptcies before he became successful with the Disney brand. Be easy on yourself because the best experiences evolve from failure. If you maintain discipline in your life, you will eventually get there and you will soon harvest the fruit of your success.

The important message is that you can take control of your life, set goals and achieve those goals simply by implementing self-discipline. Discipline, again, is defined as a commitment to yourself in order to succeed and soar in life. The commitment is to do what you have to do, even when you don't feel like doing it. Please note, any discipline will alter your life for the better. Begin today to truly live your life and begin to soar. Allow discipline to lead the way towards your successful future.



Dave Urichuck is an adventure coach and author. He combines all his talents and knowledge to create customized packages for individuals looking for life changing adventures and experiences. Through the application of several strategies, Dave guides his clients to deepen their level of understanding of one's self, while creating strategies for positive growth.

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Growth rings of a tree demonstrate something really important about life and business success. Those rings are called frustra. It's where the word frustration came from. Frustration demonstrates that you've landed at your next learning curve. It's a powerful insight because if you can determine when you are at a frustra in life, you can do something about it, rather than have it wreck your life or career.

"The Walka Frustra Busta" is a simple process. Rather than taking years, it takes hours. It bypasses techniques that "decorate the prison cell" like meditation, relaxation, time off, short working weeks, yoga classes, sabbatical leave, blame, therapy, changing jobs, bullying, self-pity and instead takes you to a place where you're empowered, inspired and in the driver's seat of your life again. No side steps.

Everyone experiences frustra. Nobody is immune. The only question is how long you're going to take to evolve through them. My process doesn't hurt and takes a few hours. The first time you do a Frustra Busta you might need a guide but then it'll feel totally natural.

The process repeats itself in all walks of life, but never so transparently as when we're trekking in the Himalayas. Each day we trek a little higher, acclimatise a little more, then rest, recover, recuperate and then go to the next frustra. In other words we rise to our level of frustration (can't go any higher with the same physiology) - adapt and then get back on track.

The Walka Frustra Busta Three Step Process

1. Frustra Recuperation ...

When you hit a frustra in life you get frustrated, stressed, anxious, start losing sleep, drinking, eating more sugar and bread, being moody at home. You probably start begging for time off. This is a frustra. It's frustrating because you've hit a wall. The key here is not to beat yourself up or start blaming your relationship, job, company or self. Simply recuperate. Stay where you are and stop banging your head on the concrete. Admit to yourself "I've grown into a frustra".

2. Adaptation ...

Adaptation means to re-invent your way. It can mean letting go of some idea, creating a new expectation, re-perceive things, in other words evolving your ways. There is plenty of low hanging fruit here but what you really need is a genuine holistic approach. Remember those rings on the tree? Were they just growing in one area of life or in a circle? When you adapt at work, you change a sequence of things. That's the real power of the Frustra Busta ... getting that sequence right: mind, body, spirit, vision, health, family and mission.

3. Inspiration ...

Inspiration is about putting the enthusiasm back into your day. Not by changing jobs or people, but by changing you. The most narcissistic thing we can do is to try to change others, the most altruistic thing we can do, is change how we see things. It's about evolving yourself to new levels of enthusiasm. Inspiration is when the inner voice (the one that can't be frustrated) speaks louder than the outer voices (the ones that are vacillating). It's this inspired state of mind you will recognise as the result of The Frustra Busta – it's really your natural state.

The outcomes of working fast and friendly through a frustra are many: you'll turn up at work enthusiastic and have time to spare. You'll come home from work with more energy than you left with. You'll feel the love for life from which you live at your absolute best both at home and at work.



Since 1976 Chris has run training programs, guided people to the highest peaks in the world, taught executives about self-mastery and helped many young people in his youth programs. He's dedicated to bringing people together in harmony with nature, helping them find their true nature and the nature of life - beyond the mundane by putting the spirit back into life.

For more about the "Walka Frustra Busta Process" please go to <http://www.walkinspired.com>

Twice a year I make an effort to get out of the office and go away with fellow business buddies for what has been deemed, "the Power Business Retreat". The last trip I went on my own and as such this gave me a chance to observe the people around me.

During the breakfast buffet, I watched as men and women alike loaded their plates with food. Plate after plate with mounds of food was brought to the table on display, ready for consumption. The scary part; the multiple plates were for just one person.

Being a first-hand witness to this behaviour of grabbing everything on offer, as much as the plate would handle, I wondered if this is a behaviour that business owners do with their day-to-day operations. Do people grab every product, service, app in sight to use in their business? Do they try every new social media update that comes on the market?

Are you filling your plate with more than you can consume?

Was I?

I thought about it and asked myself, where in my business was I biting off more than I could chew? Following some honest inspection of my own over consumption behaviour, I identified three areas where my plate was too full.

1. Following too many 'gurus' who send daily newsletters

It's wonderful that people today are willing to share their knowledge via newsletters. At the click of a button you can sign up for this information and have it delivered to your inbox.

However, I realised that there were far more newsletters than I could read or keep up with. Subsequently I have opted-out of many and maintain 2 or 3 that I feel offer me the greatest value. They get flagged so I can find them in my inbox and go back towards the end of the day to read them.

2. Saying yes to coffee appointments that take hours out of my day

When accepting a 'coffee meeting' with someone who hardly knows me, it usually means someone wants a free consultation. A 45 minute conversation soon becomes one and a half hours long by the time you get the social pleasantries out the way.

Add in the 20 – 30 minutes each way for the commute and there goes two and a half hours out of your day. This is precious time that you could be spent working within your business generating assets.

I've taken this type of meeting off my plate and replaced with the 15 - 20 minute phone call instead. Save the coffee for breakfast.

3. Taking on creative projects myself

We've all heard it before, play to your strengths and outsource your weaknesses. As much as I love working on the creative aspects of my business, the time it would take me to actually execute a project would take me 10 – 20 times as long as it would an expert in that field. Taking on creative projects totally overloads my plate.

Give the creative work to the people who do this daily and free up your time to do those things which are revenue generating.

It's amazing how much lighter I feel.



I want to hear from you. *Where can you take things off your plate?* Leave your comments on our [Facebook page](#) or [tweet](#) your thoughts.

Pamela Wigglesworth is an international marketing communications trainer, keynote speaker and Managing Director of Experiential Hands-on Learning, a boutique learning and consultancy company. A resident of Asia for over 25 years, she helps companies across multiple industries to increase awareness, increase leads and ultimately increase their sales.

Learn more about Pamela, visit www.experiential.sg | [Facebook](#)

I was once told by someone I respected that he believed people reach a maximum capacity in life and can't break through that barrier. A level of ability is achieved by a person when he or she is unable to neither improve nor move beyond.

Of course, he was referring to a person's capacity for work.

As children growing up, we continually learn and improve our skills academically, socially and financially. These skill sets are somewhat intertwined; as we learn more, we move in different social circles and become financially rewarded according to the changes and improvements we make in our lives.

There is often a bit of luck with life and created by the dynamics of our individual socio-economic choices we make. So at what point is the use-by-date of our improvement cycle?

I wondered if this was something that was pre-determined. That was the point my colleague was trying to convince me of. Somewhere in our DNA at a particular time in our life, do we reach a maximum level of our ability? Are we able to go beyond that point successfully?

The key word is successfully. Most people EXPECT to go past this level simply because we don't know that we have reached it until we actually FAIL. Even then, as individuals, is it the number of failures we accept and settle on that determine our place in life?

People do fail at many things, many times. It's a given that success is only arrived at because of failure. Take the obvious 'occupation' for success and failure, the sports person. Individual improvement of a sports person is measured by success. The number one ranked golfers in the world fail. He or she wasn't always number one, yet they served an apprenticeship in the lower ranks first and with it their fair share of losses or failures.

Yet my colleague's definition was that continual failure means a person has reached their true level of achievement in life and can go no further.

If a golfer has not progressed beyond a ranking of fifty six in the world for two years, is it safe then to assess that this player's ability has levelled out and no further improvement can be expected? Maybe, yet they often do keep playing.

Not everyone can be number one or top ranked, yet many keep playing. They might change their manager; change some equipment or their coach. They will often do anything (constructive or even superstitious) to get an improvement.

For two years they may have peaked at number fifty six in the world thus they might change some equipment or their mindset or attitude and with that, they progress to a world ranking of fifty.

Their ability has not changed. They are still the same athlete they were before the equipment or attitude change, but they are now a bit higher in world rankings.

Through education and experience we can improve our life skills. But at what point do we accept what we have as the be all and end all?

There is an old saying: *"if you continue to do what you've always done, you will continue to get the results that you've always got"*.

So, do you think my colleague was right?



Susan Winters - Civil Marriage Celebrant, J.P. and 2012-2015 President (NSW and ACT) Association of Civil Marriage Celebrants in Australia. Susan organizes and conducts over 75 amazing weddings, anniversaries, birthdays, funerals and celebrations a year.

Don't leave it to chance - ensure your next special occasion by emailing info@susanwinterscelebrant.com.au, or phone +61 417 436 972 or by visiting www.susanwinterscelebrant.com.au

I have had the privilege of working with some international sports professionals.

One thing that impresses me is the extent to which these women and men do not hesitate to obtain coaching in relation to any of their competencies that they seek to improve. Obviously, sports professionals are very used to being coached in relation to their sporting skills and strategies.

However, I notice that in many other areas of their lives they also seek assistance to improve their performance in order to take it to the next level and beyond.

Examples include the use of coaches in relation to handling the media, image, protocol and etiquette, health and nutrition, other sports they may take up for recreation and public speaking. They all report that, provided they can find a great coach to meet their needs, it is a seriously good investment.

The advantages of using one on one personal coaching include:

- The best coach can be found to match the client's needs.
 - The coaching sessions are confidential. There is no need for anyone else to know that a client needs or has undergone coaching.
 - The coaching sessions are entirely focused on client needs and preferences.
 - Skills can be practised in a safe, simulated, confidential setting and coaching feedback provided before exposing clients 'live' to an audience.
 - The client (with the coach's assistance) can tailor their own curriculum to their specific needs.
 - The client can learn at their own pace and undertake as few or as many sessions as they want.
 - Learning experiences can be programmed in the order in which the client would most benefit.
 - The coach can help move the client from the known to the unknown specifically based on the client's diagnosed learning needs and preferred learning styles.
 - The coaching sessions can take place anywhere at any time, wherever the client is in the world. For example, sessions can be undertaken virtually using video-conferencing, teleconferencing and e-mail and so on. Of course, there is nothing quite like working face to face but the technologies used can be blended.
 - The learning experiences can be tailored for the client e.g., they can use their own projects as a "learning laboratory". For example, a client may have a speech coming up and learning will take place while the client and the coach develop and rehearse the speech.
 - It may be the case that two or more coaches may be utilised to work on various aspects of the client's needs simultaneously. For example, a client may have health and nutrition needs alongside the need to rehearse speeches or presentations.
-



So ... go ahead, whatever your learning needs are, find an excellent coach and move ahead, *fast!*



Dr Annie Wyatt is an academic, educator / trainer, author, speaker, consultant and executive coach based in Sydney, Australia.

Her interest in psychological safety at work led her to co-author *Preventing Workplace Bullying* published by Allen & Unwin in Australia and Routledge in the United Kingdom.

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Here are some useful hints and tips to consider when preparing your PowerPoint (PP) presentation.

First, try to ensure you save your PP in **.pptx** format. It's the most recent format when using either Office 2010 for Windows, or 2011 for Mac. As most computers will be running these versions, it's a safe way to ensure compatibility.

Also find out if your presentation will be shown in 4:3 format or the newer industry standard 16:9 widescreen. The default format at the moment is still 4:3 which means if you create a presentation in this format and they are using wide screen 16:9 screens and projectors, you will have black bars on either side of your presentation when up on the screen. To change from 4:3 to 16:9 in PowerPoint, select the **'Design'** tab and **'Page Setup'**.

One major problem experienced by many users was video. Prior to Office 2010 - 2011, whenever you attached a file, it was only a link and the video was never actually embedded into the PP. One of the new features of **.pptx** files is the ability to actually embed the video into your PP file so you can transfer it to another computer with the video already within the file.

Previous versions with the **.ppt** ending did **not** embed the videos. It was only a link to them. This was shown in a path that PP pointed to. Once you moved the file to another machine, the path changed and the link was no longer valid. The only way to make them work again was to re-embed the videos on the new machine. Most of the time people transfer their PP onto a flash drive and don't have their videos with them making their presentations incomplete. So ensure you use the latest versions and save as a **.pptx** file.

Many conferences have computers with operators at the back of the room. You are left driving your presentation using a wireless presenter. When attaching videos, bear this in mind and consider using the option **'play immediately'** as the **'play on click'** option will not work using a wireless presenter.

Videos can now come in a variety of formats. Ensure you have the rights to play the video as many can be copyright protected and will not work. The most compatible file extension of video is **.wmv** when using PP or **.mov** in Keynote. PowerPoint being a Microsoft product will naturally prefer using a Windows Media Player file and **.wmv** is exactly that.

While **.avi** and **.mpeg** will work most of the time, you do run the risk of them not working as PP may not have all the latest codec's needed to decode the videos. Codecs are essentially what encode and decode videos. If you need to, you can use a programme called Format Factory on a Windows machine to convert your video from one format to another, and it's free to download. They now offer a Mac version too

Very often people create their presentations on a Mac and then play them on a Windows machine. Generally, this is not a problem so long as you use standard fonts. Once you start using fancy fonts available on a Mac, Windows will not recognise them and substitute what it thinks is the closest font. This will cause spacing issues and words will not fit in text boxes and other spacing issues. If you are using a Mac and want fancy fonts or effects, use Keynote and use a Mac if possible.

Naming your presentation may seem trivial, but trust me when I say your operator in your room will thank you very much.

Try to include as much as possible in your title that will help narrow down exactly what or where your presentation will be; for example: **1100 - 1130_21st Mar_107_Zaranko_Presentation_Guidelines.pptx**.

This tells the time and date and month you will be speaking, followed by the room number, your surname and what your presentation is about. This will help ensure your presentation is loaded in the correct room, time, folder and you can be easily crossed off the list.

These are amongst the technical issues I've helped speakers resolve as an Audio-Visual Operator and Technician at our client events since 2004.

I trust this helps you with your presentations that you may be asked to do in the future.

Henry Zaranko Audio Visual Technician has worked on hundreds of events for Multi-National Companies, Professional Conference Organisers and MICE Industry leaders, like **CeBit** @ the Darling Harbour Convention Centre in Sydney, Australia.

Contact him at henryzee@optusnet.com.au or call **+61 418 449 067**





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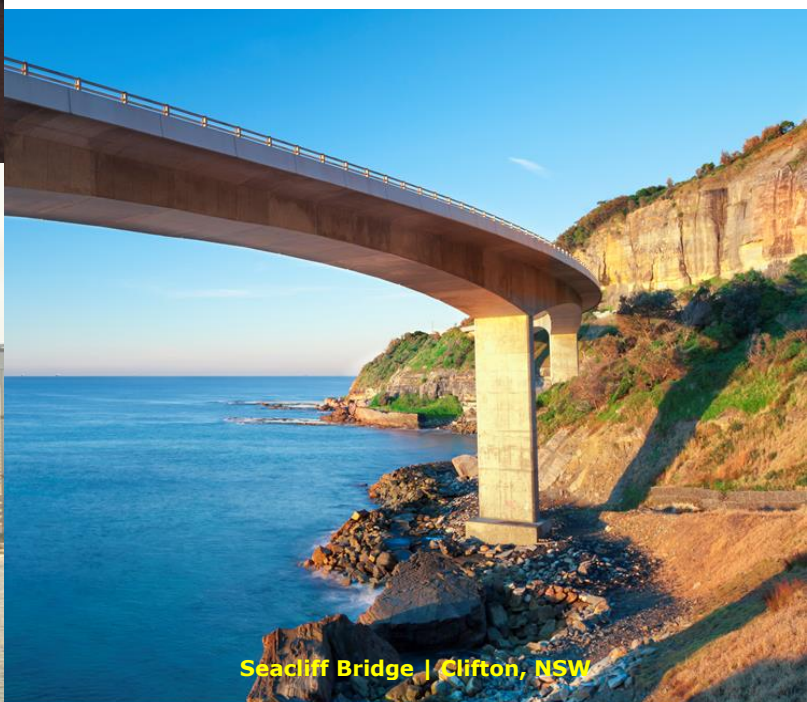


Santa Catalina Island | Air Bus 380 Wing
Approaching Los Angeles, California Airport

*On behalf of all our e-book
contributing writers, we wish
you a great 2016*



Junk on Victoria Harbour | Hong Kong



Seacliff Bridge | Clifton, NSW



Marina Bay Sands Hotel | Singapore



Day Crew on Wayne Berry's 38ft Catamaran
'UNSTOPPABLE' | Sydney Harbour