Riding The Waves
39 Experts Share Tips For Doing Business in Turbulent Times
In the beginning:

I started my brand new online business The Corporate Toolbox, one month before The Lehman Brothers Bank collapse in November 2008! Not the best timing in the world. However, my vision of helping businesses large and small to ‘grow’ was still relevant; though maybe the vision had now become more about helping them stay ‘afloat’.

I’ve spent almost 30 years as an HR Consultant specialising in profiling staff for recruitment and promotion purposes; developing high performing teams, and turning around poor performers. Originally, the aim of the ‘toolbox’ was to put my own books and training sessions online so people could download my material and run their own sessions at a fraction of the cost of bringing in someone like me; even more important now we were heading full speed for a global recession.

Within a very short space of time other consultants, trainers, professional speakers, coaches and business authors started contacting me to see if I would market their products for them.

Absolutely. The more the merrier as far as I was concerned.

Because I was new to this online world, I discovered that an integral part of setting up any online business was the need for an ‘opt-in’ book - a book that your target market wants and is willing to exchange their contact details for.

This is how a web business grows it’s database (or it’s ‘list’ as some people prefer to call it).

As a result of the Lehman collapse, the very first opt-in book I wrote was called ‘25 Ways to Beat a Recession’ which was downloaded over 2000 times in the first couple of months of 2009. The book hit a real nerve because everyone in business was frantically trying to deal with the threat of a potential global financial collapse.

When thinking about a new book for the following year (because no opt-in book lasts forever) I decided to ask some of my then, 100 contributors (we now have 257) for their predictions for doing business in 2011 and 2012 because there didn’t seem to be a lot of light in the tunnel for businesses.

This book became ‘What’s Next? Predictions by 29 Successful Entrepreneurs’.

And so another year passed and I started thinking about the 2012/2013 book.
By now, I suspect that every business has realised that this global financial situation is not over by a long shot. As I write this, the EU is facing extinction. Who could have predicted that and who knows what the ramifications will be?

Yet as I spoke to various people about contributing to the book, two of my authors in Asia talked about the massive growth that is happening in their region rather than the doom and gloom that is hitting the Western world. Which sounds fabulous, but rapid growth brings it’s own set of challenges.

However, if you are in business, you simply have to ride the waves of change – the good, the bad and the sometimes terrifying.

I’ve always believed that you have to be in business for the long haul. I’ve also always believed that the businesses that survive and even thrive in changing times are the ones that are willing to be creative and courageous, because just as some business (or products die) others are born out of a new set of circumstances.

I pondered what my target market probably needed the most in these ‘interesting’ times and I realised that for businesses in the West it is probably a huge dose of HOPE whereas for our Asia/Pacific businesses, it is probably more about ways to cope with fast growth.

Either way – East or West we are all trying to do business in ‘turbulent’ times.

So enjoy this year’s e-book which is a compilation of the top articles our existing client base has downloaded over the past 12 months plus a few invitation articles from some of our expert authors, trainers, consultants and speakers from around the world.

And as if that wasn’t exciting enough – I have thrown in 20 free resources. E-books, tools and templates t help you stay afloat in 2012.

Enjoy.

Ann Andrews Dip Bus (Pmer) CSP
MD The Corporate Toolbox

www.thecorporatetoolbox.com
www.woetogo.com
www.neverinourwildestdreams.com
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Chapter 1: Never Ending Change

Another fine mess we’ve gotten ourselves into!
Laurel & Hardy

‘The easiest way out will always lead back in’ Peter Senge

‘You’re on the road to success when you realize that failure is merely a detour.’
William G. Milnes Jr

“We are continuously faced with great opportunities, brilliantly disguised as insoluble problems.’ John W. Gardner
Seven Tactics for Turbulent Times
By Jeff Vankooten

1. Be Ready not to be Ready

This tactic sounds like it was conjured up over a couple of pints in a pub, but it makes complete sense. We need to embrace uncertainty and chaos as part of the very tenor of our lives. We also need to begin living by a bad plan. No plan is perfect or fool-proof so we need to navigate with a plan that is open to flexibility and interpretation. It won’t always work, but that’s when you make the needed adjustments to another bad plan. After all, no one ever took a driving trip by waiting until all the lights were green. Take a deep breath and get moving with whatever plan you got at hand.

2. Make Full Use of the Present

Time is a wacky concept. It is fluid, relative and experienced subjectively (it can go either “fast’or “slow’ddepending on the task). The past is gone but its memory still lingers, the future is out there and unpredictable. All we really have to work with is the present moment- a small sliver of time that is put before us over and over again every day. You can make substantive use of the present by realizing that it is short and it is valuable. Those two features of the present moment can lead to long lasting significance. I dare you to wake up in the morning, look in the mirror, and admit to yourself you are going to die someday. That isn’t is morbid, it leads to good stewardship of every moment of every day.

3. Live with the Long View

Our greatest fear should not be failure, but succeeding at something that really doesn’t matter. This tactic asks us to attend to life’s long term investments beyond the financial kind. We need to deliberately nurture our pursuits and our perspective. How you view life will determine the hope you have for tough times and the life you choose to live. You gotta have a “Big Why”, an underlying mission that gives meaning and action to everything you do. Few can live well outside a stable framework of meaning. Boil the core of who you are to a sentence. Try it. It will stretch you and force you to really focus. Mine is, “Re-imagine a hope-filled world.’ A friend of mine’s mission is “Live Well by Doing Good”. What’s yours?
Let Go of What’s Going Away

I’ve had to do this with my hair... This is a tough tactic to implement because we can get so enamored with the safe and familiar. Yet safe and familiar are relative unknowns to the changes we are experiencing. Sociologists say we have the propensity during change to default into what they call “Ambiguity Aversion”. That is, we would rather stay in a bad, but familiar situation than to take the risk to realize a much better, but unknown future. We need to be adaptable in order to take advantage of the next round of changes. Remember the bad plan? Use the “F word” liberally during these times: “flexibility”. It will help you outperform, outlast, and outmaneuver the gauntlet of change.

5. Take Time to Think

We are googling more and thinking less. There is so much information “downloaded” into our lives every day that we become numb to it all. We become narcotized to its messages and paralyzed in the face of its onslaught. Taking time to think means being intentional about contemplation. We need to carve out time in our day to sit in silence with the information we are receiving every day and think deeply about its value and application to our life. Good teachers take information and turn it into knowledge. Great teachers take knowledge and turn it into wisdom. Be a great teacher to your brain. Take the time to be wise.

5. Don’t Go it Alone

Given the cultural conditioning of the “rugged individualist” and the “self-made millionaire”, we tend to bite the leather strap and get through turbulent times on our own. We’re tough after all. We can handle it. Baloney. You are only as good as the people you surround yourself with. So reach out to your relational resources. Interact with your social networks online and especially nurture the intimate bonds in your life. These are the handful of people you know you could wake at two in the morning and they’ll be there for you no matter what. Let people in on your struggles and let them join you on the journey (and visa versa). If you are wounded by the changes, give people the privilege of ministering to you.

6. Laugh Deeply and Often

That great American philosopher Jimmy Buffett wrote, “If we all couldn’t laugh we would all go insane.” How true. Humor is the heart sweating. Laughter provides a much needed release valve for life’s pressure and releases “feel good” chemicals in our brains that can alter our outlook toward a more positive light. Humor has the uncanny ability to turn something into nothing. It can bring situations down to size and put them in their place. That’s why satire is such a critical component to life. If we can make fun of serious situations we often can get to the heart of the matter faster and respond with renewed confidence. So, have a glass a wine tonight, and watch your favorite comedy.
7. Practice Bricolage

“Bricolage’is an obscure word in the English language but critical for effectively facing turbulent times. It comes to us from a French verb meaning “to tinker, or fiddle with”. Bricolage means we make great use of whatever resources we happen to have on hand. It requires we stop thinking “outside the box”, which is an over used cliche anyway, and begin thinking “inside the box’to utilize the assets we already have near by. This takes imagination and persistence, as witnessed by the engineers of NASA who brought the fateful Apollo 13 space craft safely back to earth by practicing bricolage(Check your history books). You’ll be surprised at how much you can do with very little.

About the author:

Jeff Vankooten is a highly regarded keynote speaker inspiring career agility and professional resilience in extraordinary change. He has spoken to a wide variety of public and private organizations in virtually every arena, from the tech sector to financial services, manufacturing, health care, hospitality, entertainment, retail, legal, and the US government.

He has authored three handbooks: “Greatalk! Pithy Pieces of Advice for Astonishingly Effective Presentations”, “You are who you were when: Understanding our Generational Personalities”, and “True Grit: Engaging Fear and Thriving in a Shaken World”. He is currently working on a keynote and handbook on resilient leadership.

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Have you ever walked into a house and felt shivers go down you back? Have you walked into a meeting and felt a negative energy that you can't explain? If you haven't, maybe you have been asked to present to a board or senior management team, and as you walked into the room you could feel or sense a strained atmosphere. The smiles were with gritted teeth, and with a false grin. Then the people expected you to make your presentation fast, snappy and to the point.

Some years ago I was facilitating an executive team retreat. They were enjoying the comforts of a famous resort in our South Island. The second morning, one of the managers suddenly said; "Do you know that our staff has a mood gauge outside the board room and that whenever one of our managers presents to us, when they leave us, they point the mood gauge to how they think what kind of mood we are in. They even have a segment that says argumentative."

Suddenly everyone paid attention to that person. She happened to be the Human Resources Manager who was a bit younger than most of the team and a fairly new member. The conversation that followed was a reflection of what we had been discussing the previous day. I had presented the notion that if they were not happy with people's productivity and performance then maybe it was time to look at themselves and the sort of culture they had created for their company. At first there were some excuses that they were just a small subsidiary of a major multinational so the culture was driven from the USA. Then someone challenged that and they started to take a deep look at themselves and their responsibilities as the leadership team.

Sir Ralph Norris is one of New Zealand's most prominent CEOs. He is a culture change leader. In my former business I got to know Ralph Norris very well. In 1991 he took the helm of ASB Bank to lead it to become the leading bank in New Zealand. It was ahead with technology and the culture was one of "we can do, we are a one team bank". They wanted to expand out of Auckland region and after due diligence in purchasing another bank, decided to take the green fields way. That was a time when banks were curtailing growth, yet Norris did the opposite. He later went on to start the major culture change at Air New Zealand and recruited the right people, including the next CEO, Rob Fyfe, to make the important and vital changes for the airline to survive troubled times.
Since 2005 Sir Ralph has headed up CBA (Commonwealth Bank of Australia). What he has achieved in the last five years is recognised and applauded, even by the competition in Australia. Of course one of the areas he’s improved is information technology which is his area of expertise, but he also knows that culture plays a big role in impacting the bottom line because it also increases customer and employee satisfaction.

Sir Ralph is a people person. He picks the right people - talented in their fields, but also the managers who also know how to lead and create a high performance culture. He is firm and compassionate, but will not tolerate behaviours that are detrimental to the business.

The question for organizations large and small is - Is your culture impacting the bottom-line positively, or negatively? 'Tick the box' surveys do not give the real answers to how people think and feel. A skilled interviewer, usually external, is able to dig deeper and give an unbiased view when they listen to answers to questions such as:

- How do you feel about working in your particular role and responsibilities?
- What are the things that are working for you here?
- What are the things not working for you here? (often a much longer list)

How do you feel about the leadership of the company at all levels?

- What are the strengths and what is it you like about the leaders?
- What is missing for you from the senior management team?
- What do the company Values and Vision mean to you? (often employees don’t know them or leaders don’t set an example)

If this company had the ideal working environment what would it be like?

- What can you do to contribute to this, in addition to what you are doing now?
- What do you think is the key to this company becoming the most desirable place to work?
- What do you think you need to change in your approach to your work at this company?

If your organization is controlling its bottom line by reducing head count, cancelling training and development, and/or hiring people who are not really up to the job, then this could lead to your best people looking elsewhere. A long recession may entail major cuts, but how prepared for growth are you and your company? And if someone asked about the culture in your business would the answer be one of "Fear’or "Fearlessness"?

About the author:

Gilly Chater is an award winning inspirational speaker, a facilitator of change, leadership coach and writer with over 25 years of global experience in leadership development. For the last 20+ years she has specialised in working with organisations to achieve breakthroughs for themselves.
and their businesses. Her clients are from many different industries both in New Zealand and internationally such as insurance, banking, manufacturing, telecommunications, pharmaceutical, government departments, supply chain, schools and others.

Ideas are two a penny. Insights lead to breakthroughs and as this quotes says; “In today's complex and fast-moving world, what we need even more than foresight or hindsight is insight”. Gilly believes that now, more than ever, the business world needs breakthroughs and it is the quality of thinking of individuals that enables this to happen.

www.gillychater.com
TIME for a Rethink While Away from Work
Future Proofing Your Business
By Janice Davies

You might be fishing or lounging on the beach, when suddenly a great idea pops into your mind. Why didn’t I think of this before, you might think….well maybe your mind was just too busy!!

Many businesses, large or small, have enough problems dealing with today’s markets and consumers, let alone tomorrow! But failing to focus on the future leads to many businesses drifting into oblivion because their products or services no longer suit the needs of consumers and clients.

There’s no denying the recession blasted some businesses and altered their status. Whereas some businesses were not affected at all. Mine was the former...so I shook myself and came back to this. What did I really know I had to do? Since then I’ve revamped my business online, blasting into the USA market, working on a movie and revisited old ideas I didn’t think would work into ideas that will slam dunk my business.

The reality is that change has never been as rapid or as dramatic as that which we have seen and will continue to see over the next decade. Developing an understanding of a number of key trends including the impacts of new technologies currently being introduced or developed, the aging of the population and a decreasing interest in rearing children, growing individualism, psychological age becoming more important than physical age, the effects of smart networks, the shift from B2C to C2B, changing logistics and delivery systems, and sustainability issues is essential to ensure long term business robustness and excellence in performance.

As the pace of change quickens, senior management and business owners need to be far more aware of the trends that may impact on their businesses in the next 5 to 10 years than ever. The best way to enhance this awareness is to develop simple scenarios that depict how the market may look in five to ten years’ time. The sorts of questions that might be addressed when developing a scenario include:

- Are our products or services likely to be relevant in 5 – 10 years time?
- Will our currently high value product or service just become another commodity in 5 – 10 years time?
- Which technologies are being developed that might affect our current products or services?
• Who are my consumers going to be in 5 – 10 years time (age group, relative demographic importance, lifestyles, characteristics)?
• How am I going to be able to deliver the solutions that customers require?
• What channels will I use to access my consumers (bearing in mind that traditional mass saturation advertising strategies have, at best, a 1-2% success rate and the retailing scene is changing quite rapidly).
• Do I need to operate effectively in both place (locally) and/or space (virtually)?
• How will the increasing focus on sustainability affect my business?
• How is increasing globalisation going to affect my business?

Focusing on the future rather than projecting from the past, the approach most business tend to rely on today, requires a major attitude shift. Such an attitude shift is becoming increasingly critical in order to future proof a business.

It is always difficult to change old habits. However, the shift required is not impossible. Most staff respond very positively to forward thinking vision based strategic planning that moves the business forward if in they can see there’s still a job for them.

So time out for you is an opportunity to tap into your right brain and find creative ideas that will propel you forward. Of course none of this happens without risk…and you need to have confidence and courage to take a new step.

And I leave you with this...being a small business owner and then stepping up to become an entrepreneur utilising your gifts, talents and passions in your business, means stepping up and out with XFactor Confidence…and getting into the flow and mastery of your life. It’s learning how implement the 3 Vital Keays to Create More Success and make More Money for you....which is my new program. http://www.xfactorconfidence.com. Visit for your free ebook.

The Be, Do, Have principal is this concept in action. Future proofing your business embraces your life mission from the past, aligning in the present and projecting into your future.

About the author:

Janice Davies is The Attitude Specialist, who teaches people to be positive and empower themselves. As a Professional Speaker, Success Coach and author Janice educates people at conferences, workshops and online. She is the founder of the global movement Selfday -International Self Esteem an annual awareness day and features in the True Happiness DVD. Janice new online products are: http://www.xfactorconfidence.com
Chapter 2: The Power In You!

If it’s to be it’s up to me! Brian Tracy

‘Face your deficiencies and acknowledge them; but do not let them master you. Let them teach you patience, sweetness, insight.’ Helen Keller

‘And then came the day when the risk to remain in a tight bud was more painful than to blossom.’ Anais Nin

‘Life should not be a journey to the grave with the intention of arriving safely, but rather a skid sideways - champagne in one hand and a strawberry in the other.’ Not known

‘How come every time I get stabbed in the back, my fingerprints are on the blade?’ Jerry B. Harvey

‘The greatest pleasure in life is doing what people say you can’t do.’ Walter Bagehot

‘Would you like the formula for success? Simple, double the rate of your failures.’ Not known
Unfinished Business
Check in with YOU and keep your New Year refreshed
By Rob Salisbury CSP

It’s hard to believe it was 1964 that the UK rock band ‘The Who’ was formed by lead guitarist and songwriter Pete Townshend. Having written twenty seven top 40 singles, he combined the talents of friends as band members and the mesmerising voice of lead singer Roger Daltry to see ‘The Who’ admitted into Rock & Roll’s Hall of Fame in 2001.

Highly honoured for their musical creativity at concerts and performances, ‘The Who’ have kept their music endearing to their fan base for over four and a half decades and sold 100 million albums/cd’s along their journey.

You might even be among the tens of millions of people around the world who watch CSI: Crime Scene Investigation each week. CSI show producer Jerry Bruckheimer has used the iconic song ‘Whoooo Are You’ in every one of the opening show credits since the first episode aired 6th October 2000.

The title and lyrics of this song does ask a profound question ‘Whooooo Are You’ and I would like you to further investigate how did you arrive in being ‘YOU’?

6 tips for you to have a better year

1. Reflect - Review - Renew - What have you achieved personally and professionally that you are most proud of? Who has inspired you as a role model or as a mentor along your journey in life or business? Where have you travelled to that is beyond your neighbourhood or city that has offered you a different perspective on other cultures or history?

2. Manage change and adaption - Psychologists suggest that significant change in one of the following areas will cause undue stress to a person. Three or more issues at any one time can lead to depression and/or anxiety issues.
* Death of a family member, close friend or beloved pet
* Moving home or city location
* Job loss or career change
* A serious health or medical issue involving a relative, friend or self. * A personal relationship change like separation, divorce or new marriage.

3. **What professional skills have you learnt?** A long time Singapore colleague is an excellent CPA and recently completed an in depth Singapore Institute of Company Directors Program. She is now even more qualified to consult to private and public company boards. She has ‘up skilled’ and as a result, is getting new work from clients who can justify her higher skills and professional fees.

4. **Limit your time contributions** - The constant yet limited resource at our disposal is time. Factually, if we take 24 hours in a day and multiply that by 365 days/night in a year, you will have 8760 hours to use. A 1% use is 88 hours or about two 40 hour work weeks for most employed people. Be very wise in using or giving away your most valuable commodity and asset to social groups, charities or community groups.

5. **Balance health, family, friends and work** - Easier said than done you say? Consider outsourcing some of the things on your list of to do’s to gain new time and personal space each week to improve your health and close relationships.

6. **What do you want to enjoy and celebrate one year from today?** It’s up to YOU.

**About the author:**

Rob grew up north of San Francisco with business degrees from California Colleges and University plus being a sales achiever, team leader and senior manager within USA, Australian and Asian companies. A former two term award winning President of the National Speakers Association in Sydney Australia, he is a senior advisor to the Asia Professional Speakers Association in Singapore and company director / partner within several firms. Rob Salisbury, B. Com., CSP, conference speaker, workshop leader and highly rated industry MC has been involved with over 2000 events in the US, Europe, SE Asia, Australia and New Zealand.

He can be reached at SRI Australia +61 412 414 835 or SRI Singapore +65 9017 1825 or [www.strategicresources.com.au](http://www.strategicresources.com.au)
What do "The Wages of Fear’ mean to you? For some it may mean the title of a 1953 Award winning French film, for others it may mean nothing, but for some it may well be a job description.

Sadly, many former employees, obedient to, and fearful of, boss and organisation, found this a path to unemployment. Indeed, they dominate the ranks of the unemployed according to American marketing guru and author, Seth Godin, who advocates more risk-taking and less obedience.

He also says we should take control of our destinies rather than waiting to be told what to do. "More people are unemployed today because they followed instructions,'he says.

Godin also states that we all have moments of genius and inspiration within us and can use these to change ourselves, thereby also making a difference to others, and organisations, when we do.

Fear is almost always what holds us back!

This may not be news to regular readers of these Passion Points to Ponder. For almost 10 years we've been urging our readers to conquer their doubts and fears and pursue their passion along the pathway of purpose. It's a message that predates these Passion Points too: participants in our Programs and audiences have been hearing this from Charles for the past 17 years.

The re-statement of this message by the best-selling Seth Godin, through his new book Linchpin: Are You Indispensable? reminds us that the pathway to purpose and passion can be an uncomfortable, scary and lonely road.

As Godin puts it "The road to comfort is crowded and it rarely gets you there.’Don't let the "Wages of Fear’stop you from finding your passion and purpose and following your dreams along a different road.

Quotes To Consider:

"Fear is only as deep as the mind allows.’- Japanese proverb.
Do you find your mind blind, or kind to fear?

"The only real failure in life is the failure to try.' Anon.

Are you afraid to try, does life pass you by?

**About the author:**

**Charles Kovess CSP** graduated from the University of Melbourne with a Bachelor of Laws with Honours in 1973, and gained his Master of Laws from Monash University in 1980. After six years of practice, he established his own law firm which subsequently merged with Barker Gosling, a national law firm. Charles was Head of the Commercial Law Department.

He has been a director of both public and private companies which has given him business experience in fields as diverse as hotels and motels, tourism facilities, restaurants, oil, gas and gold exploration, manufacturing, primary production exports, media, both print and video, and timber milling. He has also advised a number of Australian organisations on international expansion opportunities in Hungary and Central Europe.

After practising law successfully for 20 years, Charles left the law in June 1993 to pursue his passion for increasing passion! He believes that bringing out the unique and extraordinary capacities of individuals, by accessing and harnessing their passion, is the fundamental key to business success in these changing and challenging times.

Charles graduated from the Business School for Entrepreneurs in Hawaii, and completed the ELI Super Teaching Course in August 1993. This Course reinforced the accelerated learning methodologies which Charles uses in his key note presentations and training programs.

Check out Charles’ books:

[Passionate People Produce](#)

[Passionate Performance](#)

Are Your Barriers Self Imposed?
By Elias Kanaris

Many of the barriers in life are not imposed on us by other people or other situations. Most of the times we sabotage our own self. For some people, even if they were running the race by themselves, they would blow themselves up and still fail to finish the race!

There is a difference between a self-imposed barrier and one that is set externally. The barriers that we place there ourselves can significantly limit our ability to succeed. Yet we hold the power to remove the self-imposed barriers through our own action.

If you want to achieve more as a leader, I encourage you to limber up and stretch your muscles before you head to the starting blocks.

Here are five simple things that you could do to help you remove those barriers and complete the race unhindered.

1. Pick up the rhythm. Like every athlete, there is a rhythm that you have to master to enable yourself to cover the track efficiently before you leap over the next hurdle. Look for the natural rhythms within your business and make sure that you are working in harmony with them. Identify the obstacles before they appear and take corrective action early on.

2. Evaluate your behaviour. As John Maxwell says, "Charisma will get you in through the door, but character will keep you in the room". Your behaviour determines your character and your character determines your success.

3. Check your words. They say that the tongue is sharper than a two-edged sword. So ask yourself, "What am I saying?" Are your words positive and self-edifying or are you pouring out negative comments that become self-fulfilling prophesies? Take the time to record your conversation and listen back in the cold, hard light of day and take stock of your words.

4. Open yourself to success. After years of self-confessing talk that I was a loser, I finally took control of my destiny by deciding to input positive wisdom through the books that I read and making sure that my output was equally positive. Start off by selecting a good self-development book to read each month, and if you're unsure where to start, let me recommend "The Magic of Thinking Big" by David J. Schwartz. In his book he says, "Attitudes are mirrors of
the mind. They reflect thinking... When our attitude is right, our abilities reach a maximum of effectiveness and good results will follow."

5. Work through them, one at a time. The chances are that there will be more than one thing that causes you to stumble. The reality is that you can probably only work on one at a time. So, as the wise monk in the far east was known to say, "A journey of a thousand miles, starts with a single step!" In a similar fashion, start working on one issue at a time.

So, remember to do these five things and enjoy the results!

About the author: Elias Kanaris Elias has held roles in the leading Financial Services, IT & Telecommunications companies in New Zealand and the United Kingdom, where he was employed as a senior consultant. In this time, he has developed a clear insight into the key areas that lead to a successful business.

Elias is committed to providing values-based Speaking, Coaching, Mentoring, and Training to passionate, smart and ambitious business owners. His goal is to assist organisations with the development and sustainability of their Leadership. Elias's vision is to positively impact 1,000,000 households around the world.

His philosophy is encapsulated in five key phrases:

- Help leaders reach their potential
- Reduce wastage and improve profitability
- Improve productivity and efficiency within their teams
- Increase automation and work smarter
- Maximise sales in an ethical fashion

Having been a user of John Maxwell's 21 Irrefutable Laws of Leadership training material since 1998, Elias has used these to develop a series of programmes to improve efficiency, productivity and profitability. By joining the John Maxwell Team, Elias now has a framework to achieve his vision.

In 2008, Elias gave up his corporate career to set up a political party to contest the national election in New Zealand, where he learned how to create a market brand, develop a Web site and promote it on a shoestring budget. More importantly, Elias understands how to motivate and lead volunteer workforces.

Combining John Maxwell's materials, blending in his experiences, coupled with extensive research of successful businessmen and their organisations has enabled Elias to develop a series of leadership development programmes that focus on ethical business practices to improve the sustainability of leadership pipelines.

http://www.eliaskanaris.com/
Kill Procrastination – Be Action Orientated
By Bob Urichuck CMT, CSP, CSE

After you exert this type of discipline long enough, you will establish a routine and make a new habit. Behavioral studies suggest that if you do something every day for 21 days, it becomes a habit. Be action oriented for the next 30 days and you will master procrastination.

"Discipline is the key. Discipline is respecting a commitment to yourself and doing what you have to do, even when you don't want to do it." - Bob Urichuck

Avoid procrastination. Procrastination is the process of habitually putting things off. It is tempting to make excuses: "I don't have the time", "I think they said they were going to be in meetings all day, so I didn't call", "This could take forever; I'll do it when I have a spare day."

Procrastination can cause you to miss deadlines, leading to lost opportunities and income, lower productivity and wasted time. It will lower your motivation, heighten your stress and generate frustration and anger. Is this the way you want to live?
Take control of your life now! Reverse the procrastination habit by being as clever about completing things as you have been about putting them off. Don't expect to find time to achieve your goals. The only way to get time is to make time. Start by committing to a do-it-now mentality.

A do-it-now attitude makes you a self-starter -- a person who can recognize a need and take appropriate action without waiting to be told to. As a self-starter you will avoid the pressure, frustration and anxiety that come from having others tell you what and how to do things. You exercise your creativity in solving problems and doing work. As a result, you are more productive. You take maximum advantage of every opportunity, your sense of timing sharpening. You seldom miss something you want because of being late. Your services become more eagerly sought-after.

This type of do-it-now attitude will also help you overcome your resistance to dealing with unpleasant tasks. Don't delay your gratification by delaying the unpleasant tasks. By tackling them first, you get them over with and can get on with the more pleasant things in life.
Here are some action-oriented techniques to apply each day.

Determine your most productive time of the day and dedicate it to "I’time. "I’time is for you to do whatever you have to do that will bring you closer to achieving your goals. It may be as simple as visualizing the accomplishment of your goals. The point is to dedicate the most productive time for the most important person in the world.

Once you have set your goals and have prioritized the actions take your annual goals and break them down into months, weeks and days. Do the same with each day’s activities.

The first two letters of goal are go. Now it is time to get going. End each day by writing a prioritized to-do list for the next day. At the end of each week and month do the same for the next week and month. Get organized. Use a daily planner. You will be better organized if you write down everything.

Clear your mind of clutter. Solve problems while they are small. Whatever you do, do it once, to the best of your ability, and move on. Question all tasks to make sure they are worthwhile. Do the worst or hardest jobs first.

Be decisive and remove time wasters from your activities. When evening comes and your next day’s to-do list is written, celebrate. Action that gets rewarded gets repeated.

An action-oriented person is proactive. When you are proactive, you have initiative - you can see a need, figure out how to best satisfy it, determine the appropriate time to take the right action, and proceed. When you are proactive, you lead. When you lead, you take control of yourself and get what you want out of life.

About the author:

A proud Canadian, Bob is founder of the international firm Bob Urichuck Management Inc. The company's worldwide clients include many Fortune 500 corporations, government departments and numerous international associations and institutions.

Using Singapore, Dubai and Ottawa as his ongoing hubs, Bob has spoken in over 1,000 cities in over 30 countries to audiences with as many as 10,000 participants at one event. Bob also writes articles that are internationally published in a variety of print and electronic media and he is regularly interviewed on national Radio and TV programs at home and abroad.

He is the author of two best-selling books Disciplined for Life: You Are the Author of Your Future and Up Your Bottom Line. He is also a contributor to the book Sales Gurus Speak Out, published by Experts Who Speak.

Bob Urichuck,
http://www.BobU.com
Life for all of us is a series of challenges. Even for the rich and famous there will be drawbacks - paparazzi following them everywhere; never being able to be seen in public for fear that their every move will be in the tabloids the next day; never knowing who they can really trust.

So perhaps NOT being rich and famous has compensations.

For us more ordinary people – working in a job with little stimulation so we can raise our children; pay the mortgage and fill the car with petrol is our most likely scenario.

Having worked with literally thousands of workers over the years, I know that the majority of people in our organizations feel the soullessness of the daily grind. Sadly, they don’t see any way out of their situation, or even any way to grow and add value to the organization they work for. They feel they are tied because of the mortgage and their desire to give their children a better life than they possibly had. That is very laudable but it is also very sad.

Fortunately, it doesn’t have to be that way.

When I speak at conferences, I share with my audiences, what I call, the four stages of ‘knowing’.

1. LOGICAL – it’s logical that I become an accountant because I am good with numbers and am an organized sort of person. And everyone, school counsellors, my teachers and even my parents urge me to follow this path, because it’s safe and will provide a good income for the rest of my life.
2. EMOTIONAL – yet in my heart I want to be an artist. At every turn I am told – no, no, no. You can’t make a living doing that. Become an accountant and paint in your spare time.
3. PHYSICAL – I believe that if a person goes against their inner instincts, eventually they will get sick! Headaches, high blood pressure and depression are often the results of an unfulfilled person living an unfulfilled life.
4. SPIRITUAL (knowing) - trusting that if I do what I love, the rest will be taken care of.
At which point I usually hear the chorus of BUTs. ‘Ah yes but, that’s OK for you to say – I have a mortgage.’ ‘Who hasn’t?’ “I have children to put through college.” ‘Who hasn’t?’ “I have responsibilities.’ ‘Who doesn’t?’

Do you think your children would rather have a happy and fulfilled Mum or Dad, or one who is depressed and joyless and bitter and twisted?

It’s always easy to find excuses or to blame someone else – our partners, the government, our parents - whoever. It takes courage to follow your inner knowing.

If this is the only life we have, then surely it is our duty to make it the very best life it can be. To use the God given talents we know we want to use rather than the soul-less skills other people see as our road to safety and security and boredom and blandness.

Every single one of us has to take personal responsibility for our own lives and the situation we find ourselves in.

I’m not suggesting that overnight a person throws everything away. I am suggesting that people get really clear what it is they want to do (or be). To set a clear course for getting there – whether that will take a year or two or even five. And to get started.

My own journey was a classic. I was working as an HR Manager in a corporate environment on a salary to die for – and I was doing just that – dying. I would drive into work in the morning with tears rolling down my cheeks. I decided I had to get out. I had a mortgage and teenagers and was a solo Mum. But I also knew that if I stayed doing what I was doing, they may not have a Mum for much longer. I had those symptoms – headaches, backache, LOW blood pressure and the beginnings of depression.

And so I plotted my escape. I gave myself two years to be out of that place and in two years almost to the day I was. I saved every cent I could during those two years so that when I walked away I had the equivalent of 6 months pay stashed away. And even that wasn’t enough. We ended up having to sell our very flash house and down-trade to a much more modest home. But I was a happier person, a better Mum and I was setting out to do something I loved. A reward in itself.

It took me 7 years to get back to the level of income I walked away from – but the pay had never been my incentive. I just knew if I stayed in that environment I would die.

Did we have to make sacrifices? Of course we did. Did it have an effect on my children – yes I think it did. But I don’t think it actually did them any harm. I involved them in my finances and my decisions, and we became a team. My son was amazing – he was a far better shopper than me – he would scout out all the bargains and specials. I think it made my children better people too. It showed them that they too could make choices down-track. That they didn’t have to be stuck in a job they hated working for people they didn’t respect.
I absolutely, and totally believe that we have to listen to that inner voice.

Getting to where your heart leads you isn’t always easy. It absolutely isn’t a soft option. But living half a life isn’t much of an option either.

I want to get to the end of my life and be able to say, ‘That was a life worth living; I made a difference’.

And I leave you with this thought:

‘Until you make peace with who you are, you’ll never be content with what you have’ 

Doris Mortman

About the Author:

Ann Andrews CSP is a profiler, team facilitator and the author of four books - Shift Your But, Finding the Square Root of a Banana, Did I Really Employ You? and My Dear Franchisees.

Ann is a professional speaker, consultant on human resource issues and MD of:

Teams From Woe To Go

The Corporate Tool-box

And creator of the newly launched website http://www.neverinourwildestdreams.com
Chapter 3: Leading v Managing

"In a moment of decision, the best thing you can do is the right thing to do. The worst thing you can do is nothing.’ Theodore Roosevelt

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.’ John Quincy Adams

"The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it’. Elaine Agather
We like living in democracies but run organisations as autocracies. Whereas in nature followers get to have a say in who leads, in organisations leaders are generally imposed. In doing so, we compromise the natural pressure for leaders to gain and retain the engagement of their followers. There’s one simple way to fix this.

From her studies in the African forests from 1960, primatologist Dr Jane Goodall observed that ‘good’ leaders of wild chimps tend to survive as leaders for around 8-10 years, whereas the tyrants last for only about two years.

She suggests two reasons. First, with the good leader—one who ensures ‘social harmony’—there is a relaxed mood amongst the followers and a lack of interest in replacing him (always a ‘him’ for chimps). With the tyrants—the bullies who rule by intimidation—there is an undercurrent to remove him and rival males are more easily able to form a coalition of allies to move against the incumbent.

Followers do get to have a say in the chimp world. At Sydney’s Taronga Zoo the long-reigning alpha male Lubutu is now in his 10th year as leader. He is a ‘good’ leader with the strong support of his followers—the six adult females and their older kids. A few months ago when we were at the zoo with a group of business leaders almost all the chimps were cut, bruised and limping. The keepers explained that a few days before there had been a nasty fight. Lubutu had been attacked by one of the rival males intent on taking the alpha position. It was the females, the followers, who intervened, putting themselves in harm’s way to defend Lubutu and encourage him to stay as their leader. That’s quite a vote of support. No doubt from a species survival strategy, the females sense the environment which most benefits the bearing and raising of offspring.

The second reason that Dr Goodall shared about why good leaders last longer is that the rest of the community is simply inclined to actually follow him. One of the observable ‘follower’ moments is embarking on border patrols. Chimps are fiercely protective of their territory and every week or so the adult males conduct border patrols. Dr Goodall gives the example of a good leader, Figan. When Figan decided to embark on a border patrol, the other males would willingly follow.

She compared Figan with Frodo, a bully. When Frodo decided to undertake a border inspection,
the rest of the gang would not voluntarily follow. They were conscripts in any such undertaking, forced to go against their will.

**Followership in Organisations.** One of the follower options wild chimps don’t have that we do is the ‘stay or leave’ option. Apart from unattached females, adult chimps can’t leave their territory. If they do so they are likely to be killed by their neighbours.

For us in organisations, the stay or leave option is a proxy for satisfaction with the leader. What style of manager is most likely to cause people to exercise the exit option?

A team of researchers looked at three leadership styles: autocratic, democratic and laissez-faire. The different leader styles were exercised while students engaged in a six-person group investment task with the objective of earning a bonus. Participants were randomly assigned to one of the three leadership conditions.

In the *autocratic* condition, the group leader said, “In order to ensure you win the group bonus, I will automatically remove the start-up money from four of you. I will not consult with anyone about my decision, so you will not have a say in whether you make an investment decision or not...’

In the *democratic* condition, the group leader said, “In order to ensure that you win the group bonus please let me know whether you are willing to contribute or not. I will then remove contributions from four of those who have volunteered. If not enough people volunteer, however, I will have to remove the start-up money from someone who has not volunteered, just to make sure four people invest their money...’

In the *laissez-faire* condition, the group leader said, “For each task let me know whether you are willing to contribute, and I will remove the start-up money from those of you who have volunteered. Hopefully, at least four people will make a contribution to each task.” All groups were successful at their task and gained their bonus.

At the end of what the followers thought was stage one of the exercise, the followers were given the option of staying with their group or joining a different group. They were told that staying would mean working under the same leader again, whereas leaving would mean working in a group with no leader. By a long margin, the highest departure was from groups led by the autocratic leader (36% or 11 out of 30 members) compared to the other two conditions combined (7% or 4 out of 57 members). The researchers concluded that, “In fact, the proportion of leavers in the autocratic condition was so high that many groups would have failed because they lost the critical number of group members needed to produce the good.’(Source: Mark van Vugt et al, “Autocratic leadership in social dilemmas: A threat to group stability’in *Journal of Experimental Social Psychology* 40 (2004) 1-13.)

**Actions for Organisations.** A key way that we deny nature is that rather than allowing followers to nominate and endorse their leader, leaders are appointed by a senior person. As a
consequence, a manager has to invest mainly in managing up to retain that patronage and can be less concerned about managing down. Staff engagement, energy and productivity suffer.

There are several levers that can be pulled to enable followers to have their natural influence.

**Action 1** relates to your staff engagement survey. Design your survey so that you report engagement down to the immediate manager level (not just at a departmental level). And then add to your survey the following three questions:

Q1: To what extent are you happy for your immediate manager to remain as the leader of your team?
Q2: To what extent are you happy for your department manager (business unit manager) to remain as the leader of your department?
Q3: To what extent are you happy for the CEO to remain as the leader of this organisation?

**Action 2** relates to managers. Act as though you face re-election and need the support of your followers for you to continue as their leader.

**Action 3** is for senior leaders. Communicate that one of your expectations is that managers have the following of their people and that you are prepared to insist on that outcome.

By pulling some simple levers we restore the desired natural state where a leader serves their group, not their masters.

About the author:

Andrew O’Keeffe is principle of Hardwired Humans and author of *Hardwired Humans*, *The Boss* and *The Boss Facilitator Guide*. He helps organisations align their people practices to human instincts.

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“It’s not personal, it’s business”, is in my opinion a line best suited to a Tui Billboard...“It’s not personal, it’s just business’- Yeah Right. When you have your house on the line, when a customer makes a large purchase and then goes into liquidation, when you have to dismiss someone because you are over resourced it feels very personal.

For the majority of Business Owners the journey brings with it many challenges. Starving off the temptation for instant gratification perhaps one of the greatest. Human instinct is to move toward pleasure and away from pain quickly, which always has consequences. In my role as a Chair for The Executive Connection, these challenges are all too apparent.

Easy decisions often happen so quickly that we fail to recognize these as decisions, it is not until the deciding part is hard that we recognize it as a decision. Decisions that are difficult are those that trigger us emotionally. They often involve conflicts of interest that result in a win-lose situation which will invariably bring with it pain or at least discomfort.

In any decision where there is some form of conflict one must first put aside the personal consequences of the decision. This will invariably make the decision itself clear. The challenge then becomes how to handle the personal consequences.

Timing as with everything in life is crucial when making decisions. It is important to take the time to get adequate information and consider the consequences now and in a year from now. Important decisions should never be made in a hurry or clouded in a storm of emotion. Emotions will change with time and circumstances. Consequences can be felt for many years.

Perhaps the idea that business isn’t personal simply provides justification for treating people poorly?

Yes, there are times when tough decisions have to be made. But pretending that those decisions aren’t personal, that they won’t impact people in a very real way, is delusional. All business is personal. Businesses don’t operate in isolation. They’re a part of our society and a part of our communities. There are human and environmental consequences for business decisions. We must take this into account in the decision-making process, not simply ignore it.
This doesn’t mean you can’t or won’t ever have to make those hard decisions, liking having to dismiss someone. It just means that you’ll do so with empathy and compassion. You’ll recognize that the appropriate course of action for the business is one that will greatly impact the livelihood of the person. It certainly isn’t as easy as simply disconnecting yourself, but it’s the more responsible approach. And sometimes, allowing for this realization will inspire creative solutions.

When people are affected by an action, that action is more carefully evaluated. Alternatives are more thoroughly weighed.

The following are steps that will assist in the decision making process:

- Gather adequate information and isolate the REAL problem/s
- Take personal consequences out of the decision
- Examine all the possible choices
- Allow emotions to settle
- Get rid of fear – fear will inhibit the ability to make good decisions
- Take your time – establish a timeframe for which the decision is to be made

About the author:

Katheren works with New Zealand Corporates and State Sector agencies assisting them to grow potential, performance and profit.

She is also a Chair for The Executive Connection (TEC) in New Zealand, an organisation that brings CEO’s and Business Owners together to grow themselves and their businesses.

www.trainingplus.co.nz
Making Decisions In Uncertain Times

Our human need for inaccurate certainty over the reality of uncertainty
By Clare Feeney

Why do people keep writing books about what’s going to happen in the near and far future, asks iconoclast Dan Gardner¹, when these ‘experts’ have an appalling track record on the accuracy of their predictions?

In his recent book Future Babble, he also asks why the rest of us in droves keep buying these books! His explanation is that we cannot tolerate uncertainty, and demand to know what’s coming next – that wrong certainty feels better than uncertainty.

Yet uncertainty has characterized most of human history: why does it still feel so uncomfortable? In her book The Optimism Bias, neuroscientist Tali Sharot² argues that a positive outlook probably helped us survive as a species by enabling us to feel happy in the present despite the uncertainties of the immediate (and even more so the long term) future.

Alas, this can lead us to assume that radical change is unnecessary and that ‘normal service’ will soon resume, say Andrew Campbell and Stuart Sinclair³. They attribute this to the ‘human trait of being overly influenced by past experiences and judgments’, which decision making experts call ‘anchoring’. Everything we do and how we do it tends to be anchored in the past: we keep doing the same things in the same way. This mostly works fine when the present is the same as the past. When everything around us has changed, we meet Einstein’s famous definition of insanity; doing the same thing over and over again and expecting different results.

Our certainty that the boom of the two decades leading in to 2008 would carry on forever seems sadly deluded now, as Harvard Business Review editorial director Justin Fox⁴ observes. I read his comments to indicate that every company will have to explore its entrepreneurial depths simply to stay in business, and had to chuckle at his acerbic comment that it’s time we got positive and embraced uncertainty instead of just whining about it.

Knowing all these things doesn’t, however, help governments or businesses work out what we should actually do next - especially in light of a growing body of research findings that decisions made when we are tired or anxious are usually bad ones.

One thing’s for sure; businesses these days we need to make some kind of decision or join the dinosaurs. And we need a mental jolt to focus our attention on the need to do so.

‘What will you do when what you do disappears?’ Professional speaker and author Ann Andrews⁵ shell shocked her audience at a recent engagement with this question. She left them with three questions to ponder:
• Are you ‘headlighting’ the road ahead and updating your skills for it?
• Is the road ahead going to ‘work’ for you?
• And what could ‘working’ actually mean to you?

These are the questions we need to think about – along with those 2am jolts – the worries that wake us up in the night.

Perhaps a picnic in a beautiful spot of nature or a week's team retreat with lots of sleeping and walking will help us relax enough to hatch the ideas we need to come up with to keep our businesses in business.

*See below for the key references that informed this article and to find out more about Clare.*

**References**


**About the author:**

Clare has won awards for her professional speaking and for her environmental work with businesses over many years.

She is a professional speaker, author and trainer specializing in business productivity and the environment-related financial risks and opportunities that businesses face.

Find out more about Clare's work at [www.clarefeeney.com](http://www.clarefeeney.com).

**Find out more**

Read more articles like this one at [http://www.clarefeeney.blogspot.com/](http://www.clarefeeney.blogspot.com/).

Find out about Clare’s first book at [www.7stepstosuccessfultraining.com](http://www.7stepstosuccessfultraining.com).
It’s Quicker To Do It Myself!
By Ann Andrews CSP

We’ve all said it. We have an assistant or employee or team member who is new or a bit slow, and so we decide, as a boss/manager/owner, that it is quicker to do this job myself. And it probably is quicker to do it ourselves, the challenge is that as long as we think and act that way, we’ll always have to do it ourselves!

Doing it ourselves will have some predictable outcomes:

* In the long term, it will affect our health
* It prevents other people learning and growing
* It sends the message that we don’t trust anyone
* It says to our staff that they will never be as smart as we are
* It takes us away from doing the more important jobs we need to be doing
* The bright people will eventually leave and go elsewhere, possibly even moving to our competitors and, horror of horrors, maybe even taking our best clients with them!
* It could affect our marriage and family (or other significant relationships) because we go home wrung out, stressed, tired and grumpy

At Teams From Woe To Go, it is our aim to free up the time of owners/managers by a minimum of 30%. To show them how to hand over a whole host of routine day-to-day ‘stuff’, so they can work ON their business and not IN it. However, in order to gain that 30%, they have to be prepared to grit their teeth, and DELEGATE! Simple, not necessarily easy.

Most owners and managers are reluctant to delegate because they’re terrified people will make mistakes. And people probably will make mistakes initially, until they get the hang of whatever it is you have given them to do. After all, how did you the manager/owner learn? By making lots of mistakes!

Not delegating is what I call a ‘but’. BUTS are fears; and the only way to overcome a fear, is to discover a W.I.I.F.M – a What’s In This For Me?

Think about what you could be doing differently if you had one day a week (30%) of your time, free from day-to-day, irritating operational problems? Do you think your bottom line might significantly improve if you were:
• Out in the market-place talking to key clients?
• Working on finding new clients and/or markets?
• Brainstorming ideas for new products and services?
• Talking to other business owners about possible alliances or synergies?

Is this a better use of your time? Absolutely. So where to start?

You start by:

1. Making a list of all the jobs that bore you out of your brain
2. Once you’ve made the list, make a column down the right hand side of your list, and write the hourly rate of each of the jobs you’ve listed
3. I know you will be amazed that most of the jobs on your list are $15-25 an hour jobs. A manager/owner should **not** be doing $15-25 an hour jobs!
4. Estimate how long it will take to teach someone how to do that job or task. Managers are often amazed to discover, that at most it will take an hour or possibly two to teach someone!

Then you:

5. Ask which of your team members would be interested in learning how to do that particular task (there isn’t much career development in organisations any longer, so often moves are sideways). Make sure when you explain your need to hand various things over to other people, that they understand that this process is also about career development for them. It means that you will be spending time with each employee teaching them how to do various jobs or tasks and developing their skills. This time with your employees is invaluable – it means they get to hang out with you, they get to grow, they get attention and recognition – all things which build employee morale and team spirit. And at the same time, you get to hand over things you shouldn’t be doing. A total win/win situation.

6. You will need to create a plan of action for hand-over otherwise chaos will reign. I always recommend that managers pick the easiest jobs/tasks first to delegate and to work with one person and one job at a time.

7. The process of handing over is:
   a. They watch you do the job
   b. You watch them do the job
   c. They then take over the job with you standing in the wings to coach and guide, if necessary.
   d. Once everyone is happy, the job is now theirs!
As a manager/owner you should not be doing the $15 an hour jobs! Never, never, never.

One small point - please don’t confuse delegation with abdication. You must be willing to support them through the learning process; to coach, guide and mentor. When the first task is safely handed over (and don’t be surprised if the person ends up doing the job differently or possibly even better than you) you are now ready to hand over one more task to one more valued employee; and so on until you have your 30%.

Then as an owner/manager/team leader, you will be working where you need to be working, on the strategic issues of your business. It’s as simple as that.

Yes it will take time – sometimes we have to take small steps backwards to gain a giant leap forward. Just keep remembering your WIIFM (what is in this for me?) – and the WIIFM for you is that 30% of your time will be spent more effectively.

Be prepared to be very surprised at the results of not needing to do everything yourself. You will live longer, be happier, stay married longer and as if that wasn’t enough, your bottom line results should have similarly grown by at least 30% because you are now focusing on the strategic aspects of your role, not the $15 irritations.

Trust in your people – in my experience, they will never let you down.

About the Author:

Ann Andrews CSP is a team facilitator and the author of four books - Shift Your But, Finding the Square Root of a Banana, Did I Really Employ You? and My Dear Franchisees. She is also a contributor to - You don’t Make a Big Leap Without a Gulp, The Power of More Than One and Mum’s the Word.

Ann is a professional speaker, consultant on human resource issues via her website www.woetogo.com and creator and MD of The Corporate Tool-box – www.thecorporatetoolbox.com
Chapter 4: People Power

‘Some people change when they see the light; others when they feel the heat.’ Not Known

‘We train our people to be merchants. We let them see the numbers, so they know exactly how they are doing. It's a big responsibility and a big opportunity.’ Sam Walton (Walmart)

‘We're proud of our successes and we celebrate them. But the real excitement comes in figuring out how we can do even better in the future. It's a never-ending process of seeing how far we can go. I never want us to be satisfied with our success, for that's when we'll begin to decline.’ Marketing Manager - Hewlett-Packard
Why People Do What They Do
Your recipe for health and contentment during 2012
By Cherri Holland

They say actions speak louder than words. My take on this is: If you want to know what is REALLY important to people (their “currency”), watch how they behave.

It took me a long time, and many years both at university and through work experience, to discover that people are pretty straightforward. Yes, people are unique; they have an individual social history that has made them who they are. There are nuances that differentiate individuals as well as situational factors that cause variations of behaviour, even within the one individual.

But when you boil it down to the basics, all people take action for two reasons: to reduce pain and increase pleasure. And this is explained by basic biology.

**How you can use this to live and work with people more harmoniously and with less stress to you personally**

1. Realise that we’re all pretty much the same. Don’t judge others for something you most likely do yourself. (Even if there are differences in how you behave; the underlying motivators are the same, and the principle of self-interest overrides all else. Check it for yourself! Even those doing something for others do it primarily for the way it makes them feel, which is fine.)

2. Work out people’s currency and don’t trade in US dollars if their currency is Singapore dollars (metaphorically speaking.)

3. To change behaviour, if you are a manager, either change the consequences, or ask someone else to do what you want done. Make it clear that if you end up repeatedly asking Person B instead of Person A, the consequences are Person A becomes less and less useful, and eventually becomes commercially irrelevant. (It’s up to them to do what they want with that realisation.)

4. When someone says *I don’t have time*, translate this as: *It’s not that important*. Either make it more important or refer to Point 3.

5. When someone says *I can’t* or *It’s impossible*, refer to Points 3-4.
6. Don’t get frustrated by others. Mainly because it is counterproductive and an unhealthy lifestyle choice. Your frustration won’t change them. In fact, it could be your frustration (or any negative emotion) traps you and others in an addictive pattern increasing the behaviour you don’t want. Emotions are very sticky – like Velcro. It’s easy to get stuck when there are negative emotions of frustration, annoyance, resentment, guilt……...emotions that represent the ‘low road’ according to Daniel Goleman in Social Intelligence. (See his book Emotional Intelligence for the scientific evidence of the physical price you pay for indulging these emotions.)

A tip:

Think of yourself of Teflon – let people’s behaviour slide off the outside (and your own frustration slide off the inside.) This is a healthy lifestyle choice. Make a request. If you don’t get what you need through open, clear, calm, rational conversation, look elsewhere for what you want. Repeat until you have what you want, and not what you don’t!

It makes no sense to keep hitting your head against a wall and complaining about the pain. Unless you enjoy it! Or are addicted to it – Prof Cliff Abraham at Otago University has some great insight into addictive behaviours.

Make different choices during 2012 and don’t worry; be happy.

About the author:

The author of ‘Performance Coaching Made Easy ’ and People Capability and Value
Cherri Holland has twenty years of successfully working with organizations.

From positions in large corporates to consulting projects working with executive teams within icon companies, from every sector, and in 6 countries. She has a particular interest in organisation development and coaching leaders so they know how to get the best out of the people they manage; the communication skills needed to facilitate on-the-job development, and the ability to build the organisation’s capability through effective performance management.

Cherri has a BA (Ind Psych) from the University of the Witwatersrand in South Africa.

http://cherriholland.wordpress.com
Living in these incredibly challenging times, where every day we see yet another bank collapse, or financial institute close its doors - where the threat of recession and even depression hits us via the daily press, how will the business of the 21st Century survive?

As a Personnel Manager in the poultry processing industry, I watched managers and supervisors working 60/80 hours a week while employees stood around waiting for someone to tell them what to do. What I call a Parent/Child workplace. That was in the 1980’s; and is still the way most organisations still work 20 years on. What a waste!

FACT. The baby boomers are entering their 50s; globally we are entering a baby bust - a world wide shortage of labour! Add to that the fact that under 30 year old males are in short supply and will probably not stay with your organisation for more than 4 years; under 30 year old woman find the games and politics or most corporates unacceptable and are moving towards starting businesses of their own.

An employee backlash to the constant downsizing of the last 15 years? Possibly.

FACT: The hierarchy is dead. We no longer have the time to work in such a cumbersome fashion; we have to get as much decision making to the front end of our organisations as quickly as we can. My aim, is to free Managers by a minimum of 30% to work ON the business not IN it; to hand over the bulk of the day to day to employees; to show employees the need think and work like owners not dependants; to turn departments into high performing teams, and to educate in “sustainable’business.

FACT: Our employees are our only competitive advantage; today’s employees are demanding to be included in decisions which affect them. And in a world where there is going to be a huge shortage of skilled people, if we don’t look after our people, someone else will.

Charles Handy talks about the ½ x 2 x 3 equation. Run your business with half the number of people, pay them twice as much and they will produce three times the norm. If you then put these people into empowered teams; you will have energy to burn. Ricardo Semlar (Maverick) put his employees into teams and reaped the benefits as they increased productivity from $10,200 per employee to $92,000 per employee.
Want even more growth? Then as we move from the Industrial Age to the Knowledge/Information Age, you may also need to ask three questions:

1. Why are we in business?
2. Will we still be in business in 10 years doing what we are currently doing?

We have to start making some brave, long term business decisions - being in business merely for the $ is no longer acceptable. The interesting thing is that being a “sustainable’business will grow your bottom line faster than you had dreamed possible - because your customers are also becoming street wise - they want to know that what they are buying will not cost the earth.

The Hopi Indians would not make any major decisions without considering the effect on seven generations ahead. Could we at least consider one generation ahead before we make our next business decision?

**About the Author:**

[Ann Andrews CSP](#) is a profiler, team facilitator and the author of four books - Shift Your But, Finding the Square Root of a Banana, Did I Really Employ You? and My Dear Franchisees.

Ann is a professional speaker and consultant on human resource issues.

She is the MD of:

- [Teams From Woe To Go](#)
- [The Corporate Tool-box](#)

And creator of the newly launched website [http://www.neverinourwildestdreams.com](http://www.neverinourwildestdreams.com)
Using Communication to Motivate

By Sigrid de Kaste

If your business doesn’t practice effective staff communication, then it’s always at risk of losing profits, diminishing employee morale and experiencing poor performance.

In every business, effective communication starts with the top management and filters down to the employees. Smart communication will encourage a positive response from your staff, inspiring an increased working pace and workload, a capacity to overcome obstacles and finally the achievement of common goals.

Nowadays many practical approaches to smooth the process of staff communication are available and can be found and implemented easily. Vague communication, in contrast, can have significant effects such as misunderstandings, incomplete information, limitations on staff performance and even loss in profits leading to a questionable future for your business.

Having effective staff management would mean both parties’ are able to freely express their ideas, concepts, or needs, encouraging the staff’s ability to get work done using their utmost skills. This is one of the benefits in the workplace when smart communication is inherently practiced.

Smart communication processes are most effective when all levels of the business, including administrative management, adopt and exhibit them. Each employer that manages staff must be aware at all times about smart communication; otherwise, it is the business as a whole that will suffer. It may be hard to accept, but it is taking place everywhere, even in your business!

You’ll find that if a manager expresses their future goals with clarity in a friendly, respectful and professional style, the employees will treat that manager in a similar manner. What you give out you get in return, treat others as you wish to be treated, using smart communication attracts smart communication in return. It is very simple but so very effective.

Get your staff to work effectively as a team through the proper channeling of communication. The wrong way to approach your employees is to impart demanding and vague orders; this will breed inefficiency, grudges and bitterness amongst your team. It’s just as easy to provide detailed information with a positive approach, plus you’ll see your team working with a spirit and enthusiasm which infects all members of staff.
**Bosses Take Note:** It is imperative to have effective two-way communication inside your business in order to accomplish your objectives. Employees are not meant to remain quiet, keep their mouths shut and only listen; they must be motivated to raise questions and talk about their ideas with their managers. No manager knows everything, work is about collaboration. Employers will be surprised to know that your staff have many great ideas, better than yours at times and when united together, these ideas will achieve outstanding results.

**About the author:**

Sigrid de Kaste has built and successfully sold a number of her own businesses where new procedures needed to be put in place almost on a daily basis at times.

Dealing with Customers and Business to Business, having to keep control on customer accounts while keeping the customers happy required careful consideration and a good measure of people skills on all levels: customers, staff and suppliers.

She recorded her personal, practical, hands-on experiences in Business in the areas of Marketing and successfully motivating Staff in a step by step, easy to follow formula and offer Business Planning Sessions as well as Coaching.

Check out Sigrid on her contact page
10 Reasons to Embrace Conflict  
By Fiona White

1) **Conflict is a catalyst for change and improvement.** For a company to be successful, it must constantly evolve; if it does not, it will quickly lose share of the market. We, too, are also constantly learning and adapting. Conflict helps us to do this by highlighting our weaknesses and the lessons still to be learnt.

2) **Conflict is the sign that someone is frustrated because their needs are not being met.** You can probably very quickly draw on an experience of what it feels like when someone is not listening to you. The key is to highlight that need, and find out why the other person is struggling to meet it.

3) **Conflict is an opportunity to understand more about the people involved, and what their needs are.** Have you ever been turned down for a job or position that you really wanted? This leaves you with a choice of thinking negatively: ‘Stuff them, didn’t want the job anyway!’; or of pro-actively asking what they were looking for that you were not able to provide, and what you might do to achieve that for when the next opportunity arises.

4) **Conflict can result in the emergence of amazing ideas.** You have probably all heard the saying ‘Necessity is the mother of invention’. Well, as we saw in numbers 2 and 3, conflict involves the expression of needs, and if we can just tap into these and brainstorm how to meet them, we could invent all kinds of new and wonderful tools. (The catalyst for Mark Zuckerberg creating Facebook was his girlfriend dumping him – the project was an outlet for his energy, he had free time on his hands, and the desires to impress and to stay in touch).

5) **Conflict provides us with an opportunity to re-evaluate our own situation.** Have you ever looked back on an argument, a job termination, or the ending of a relationship and realised it was a turning point in your life? It forced you to look at your own goals and direction, and gave you the freedom to evolve or reinvent yourself (as George Clooney demonstrated in the movie *Up in the Air*).

6) **Conflict can encourage us to reconnect with the community around us.** Many indigenous cultures around the world use the wider community to settle disputes, calling upon the family, the village, or a group of elders to mediate the conflict. We often turn to our friends, colleagues, or family for support and advice; but we may also seek out professional support in the form of mediators, conflict coaches, facilitators, counsellors, and so on.

7) **Conflict in one part of our lives may temporarily cause us to close off our hearts to all that is good around us.** For example, if you are experiencing a destructive conflict situation at work, the feelings of hurt, frustration, and vulnerability usually spill over into your home life, your social life, and your interactions with everyone (at the supermarket, on the roads). It is wise to seek support in resolving the source of the conflict before those around you suffer too much.
8) **Conflict is not something that we are all experts at.** Most people think they should be able to manage their own conflicts without help or support from outside – we have been led to believe that to ask for help is a sign of weakness. This is an odd notion as we freely ask a mechanic to help when our car breaks down or needs a service, and we all accept our limitations when our computer freezes. Sometimes it is vital to bring in a third person to enable us to see our conflicts in a different light, to provide perspective. They can also teach us new skills and strategies, or help us to reconnect with those that we had forgotten.

9) **Conflicts that occurred in our families, growing up, and the ways that they were dealt with, greatly influence our own approaches in the workplace and the home.** For example, if you feel that your boss is treating you like a child, it may be worth asking your colleagues if they feel the same. If not, it would be worth looking at what specific behaviours of your boss tend to trigger that feeling, and whether that relates back to how your own parents behaved.

10) **Conflict resolution does not need to be expensive.** There are many things that you can do that cost nothing, such as listening to the other person, trying to see things from their perspective, and clearly expressing your own needs. Inviting people you trust to facilitate or mediate, or seeking help from non-profit organisations are also free. Calling in professional conflict resolution practitioners at the earliest opportunity will not only save you time, money, and reputation, but should also hopefully strengthen the relationship that was being destroyed by conflict.

Fiona White has the ideal manner for a conflict resolution practitioner – calm, patient, and a very good listener. She asks just the right questions to empower her clients to find their own solutions.

With over 20 years professional experience in education, management, commerce, industry, recruitment and customer care in the UK, France and New Zealand, Fiona White of Mediation Matters recognises the wide-ranging costs and benefits of conflict. She has a profound understanding of the causes of conflict, its effects, and the fundamental tools required for us to begin to get the best out of any challenging situation.

Fiona’s mission is to share her conflict resolution knowledge and skills as widely as possible. She is based in East Auckland, where she divides her time between Corporate and Family/Relationship clients, and pro bono Community work (Conflict Resolution Clinic at the local CAB, and community workshops).
Surveys, Surveys, Surveys!
By Sharn Raynor

They want us to do one whenever we buy something, complain about something, go anywhere near the internet, join anything or even try anything! So why would we want to do one at work!

We’re all familiar with the axiom “if you can’t measure it, you can’t manage it.’It’s the one businesses apply to sales, customer satisfaction and finance but often not to employee engagement. Why is this? Now more than ever it should be a business priority to manage employees. This is easier to achieve if you can find out what they are thinking.

There are many reasons why businesses are reluctant to conduct employee surveys including management apathy regarding listening to employees, the fear of what employees really think and the belief that employee surveys create more issues than they could resolve.

However, employees will always have concerns and not identifying these just preserves the status quo. Ignoring minor issues means they often become major issues over time and ultimately harder to manage.

What makes a good survey?

• Focus on performance improvement e.g. more engaged employees, more satisfied customers and even becoming a more profitable or successful business.

• Getting beyond the emphasis being on ‘satisfaction’ and focusing on how to use the data for strategic purposes. A survey should help identify ways in which the employer can realise the greatest gains from its people. Survey questions should be designed to assess whether employees understand the business strategy, whether they believe in the company’s vision and values, and whether they are engaged with the organisation itself.

• Use of valid and reliable measures without which you end up with meaningless results and have wasted a great deal of time, effort and money.

Communication

• Many organisations ask how soon they can have their survey ‘up and running’. Of far greater concern is the communication behind the survey. Employees who get an unexpected survey in their inbox on a Monday morning with no advance communication as to its purpose or how the results will be used, are often not likely to respond.
• The critical communication source is undoubtedly the head of the organisation, who must demonstrate a commitment to the survey process and a personal desire to act on the results.

• The next most important communication source is those people who communicate with staff on a daily basis - the organisation's line managers and supervisors.

**Post Survey**

• Post survey intervention efforts are most effective when they are focused. We've all heard of the 80-20 rule. Just as 80 percent of a company's sales typically come from 20 percent of its customers only a few of the aspects of the workplace measured in the survey will have the biggest impact on employee engagement.

• If you want to engage people more, leverage off these key drivers rather than attempt to fix all the low scoring questions. Go beyond just looking at the survey results to identify these key drivers. Statistical analysis of the data should be an integral element of any employee survey as it helps identify what's important and what's not.

• One of the biggest mistakes companies make is to conduct a workplace survey, receive the results and then do nothing. This can be more damaging than not doing the survey. It creates scepticism to ask people for their opinion and then do nothing. The survey should be a starting point not an ending point.

• The most effective way to see action in an organisation following a survey is to create an action plan with clear accountabilities. The survey should be seen as an essential business process and KPI, and post-survey actions should be seen as a business response to the things that need to change.

Today's workplace surveys have a strategic focus in identifying the connections between employee experiences and engagement levels with bottom-line performance. Employers using workplace surveys as a valuable business tool are able to use them as a source of competitive advantage because it allows them to effectively manage their most important asset - their workforce.
Sharn began her career in sports development, leisure management, training and coaching. Since then Sharn has developed her skills to focus on working with businesses in the areas of facilitation, organisational development and human resources.

Sharn works with her team to develop and implement the best and most appropriate human resource and organisational development practices – ensuring that businesses they work with improve employee performance, productivity and ultimately through enhanced processes and planning, profitability.

Sharn is a member of the Human Resources Institute of New Zealand (HRINZ). Sharn has a BA Honours in English Literature, a Post Graduate Diploma in Sports Development and training in all aspects of employee selection (including psychometric interpretation, structured interviews, assessment and development centre exercises, assessment design and facilitation, increasing productivity through 360-degree surveys, team-building, career guidance, leadership training, culture and climate surveying, job analysis, competency modelling and human resource metrics). Sharn has also completed a Graduate Diploma in Human Resource Management.

Sharn Rayner
Director, Pod Consulting Ltd
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Chapter 5: Customers ARE Your Business

‘Rule No 1: The customer is always right
Rule No 2: If the customer is wrong, re-read Rule No 1.’  Sam Walton

‘A lot of companies have chosen to downsize, and maybe that was the right thing for them. We chose a different path. Our belief was that if we kept putting great products in front of customers, they would continue to open their wallets.’ Steve Jobs
How To Get New Clients Made Simple
By Tom Poland

I go to a lot of trouble to get a new client.

For example: last week I took a day out and flew to Sydney to speak at a Vets conference to promote an upcoming marketing series I’m running for Sydney University’s post graduate Vet division. I was the last speaker and stayed on after the talk to answer every question of every person who approached me.

I flew back late to Brisbane and then drove 75 minutes to get home just before 10pm. I’ve picked up two new 80-20 Center clients from that and the Uni has 23 vets enrolled in the program we’re running.

For example: I currently set aside a minimum of one whole day per week to do nothing else other than marketing activity. To be clear: that time is not invested in learning about marketing (I do that at another time) or developing marketing systems ... it’s actually doing the marketing.

For example: I literally give away $716.83 worth of valuable training resources for less than the price of shipping in order to entice a prospect to try the Killer Marketing Club (see www.8020center.com/get-new-clients/ )

For example: I regularly run free or very low cost webinars for those interested in one or other of my services.

For example: I invest time identifying and engaging joint venture partners, affiliates and centers of influence. I frequently encounter apathy to my approach or worse, initial enthusiasm following by inaction. However I persist because it’s a little like prospecting for gold ... in amongst the rubble and stones I sometime uncover a nugget. Last month one such approach, met with apathy, resulted in a referral to a key contact that will most likely bring in more than $100,000 – and possibly a multiple of that – over the next 12 months.

For example: I invest half a day every month to prepare and send out my monthly ezine that is valued much more than it is read but regardless adds another reason for prospects to stay subscribed and thereby possibly becoming a client one day.
For example and from my perspective most interestingly: I’ve lost track of the number of times I’ve run an event, either self-promoted or through a third party, where only a handful of people showed up.

Similarly, I’ve lost track of the number of times that one person from such an event has become a client whose lifetime value exceeded $20,000, $30,000 and even $50,000.

Donald Trump told the story of how he bought a mansion with the goal of quickly renovating it and selling it on. However, after purchasing the house he went to inspect it with a small army of designers and found the former millionaire owner, now bankrupt, squatting in it and refusing to leave.

Instead of calling in the lawyers and engaging in a protracted battle to evict the previous owner, Trump offered him one million dollars to leave. Not surprisingly the ex-owner disappeared very quickly indeed. Trump explained his reasons for such a bold move:

Reason #1: It was the right thing to do for the ex-owner.

Reason #2: It was probably less expensive than using the lawyers and waiting months for a result. Instead he could get on with the redevelopment and get the property onto the market relatively quickly.

Reason #3: Bankrupt ex-millionaire’s have a habit of bouncing back and Trump reckoned that it was possible that one day he’d be sitting across the other side of a board room table from the ex-owner, wanting to do a deal of some sort and the million dollars could easily be recouped at that point.

He said that he’d rather be seen by the ex-owner as the guy who helped rather than the viscous and evil landlord who kicked a man when he was down. In stating reason #3 Trump was acknowledging the potential value that lay inherent in one person.

I think that in the examples above I’ve pointed out the benefits of metaphorically having your fishing lines dangling in a lot of different ponds.

Balancing that is the idea that you need to have your lines dangling in the sort of ponds that have the type of fish that you want to catch and that you’d better bait up with the type of bait that those fish like.

For example: I don’t speak at the sort of events that are frequented by people who have no money such as natural therapist conferences. And I don’t speak at events that are full of people who are predominantly know-it-all types such as lawyers. Clearly there are exceptions to in both examples … but too few to justify the investment of time and energy.
And on the subject of bait: you can swiftly and significantly increase your marketing return on investment simply by changing your “bait”.

For example: if you are targeting home buyers with a mortgage product then you’ll attract more prospects with an advertisement offering a special report on “How To Save Money And Negotiate The Best Mortgage Rate’(possible subtitle: “Plus: Four Costly But Unnecessary Mistakes Made By Most Home Owners That The Banks Don’t Want You To Know About”) - than you would if you simply ran the standard name, rank and serial number style advert offering a “free initial consultation’a.k.a. “let’s get you in the door so we can sell, sell, sell you”.

The following questions are not designed as some sort of guilt-inducing interrogation but rather as an opportunity to get better at the whole get-more-clients thingy:

Q1: how much time do you invest every week in marketing activity? If the answer is less than 8 hours then you have a massive opportunity for business growth awaiting you.

Q2: how many different lead generation sources have you put systems into place for? Please note the word “systems”. Word of mouth is NOT a system. It is a random, unpredictable and therefore incomplete source of leads. If the answer is less than 12 then again, you have massive untapped potential lying dormant in your business.

Q3: if you are actively marketing, do you have your fishing lines dangling in the right ponds and are you offering attractive bait? If the fish aren’t biting then you are either in the wrong pond or need to try a different bait.

Smart people develop smart marketing systems and employ them every week and in some instances every day.

About the author:

Tom Poland is a serial entrepreneur and the founder and director of 80-20 Center and shows business owners and business coaches how to “get more clients, make more money and have more fun”.

He is currently offering $716.83 of free marketing resource at www.8020Center.com
The other day I was in a meeting during which all sorts of fancy, technical ways of establishing some facts about customers were being discussed. There were advantages and disadvantages to each of them and the debate centered around which was the best system to use. Then some bright spark simply said: "Alternatively, we could just ask our customers."

Often, we look for technical solutions when good, old-fashioned techniques work just as well, if not better. For instance, you can spend thousands of pounds a year simply trying to find the possible keywords people might type into a search engine to find your business. More quickly, perhaps, you could simply ask your customers what they type in or what words they associate with your products and services. That would give you a big clue...

Equally, I've known Chief Executives agonise over decisions because they wonder what the staff might think about their plans. These bosses end up with sleepless nights, stress and relationship problems - all of which could be avoided if all they did was actually ask their staff. Often, the simplest answer to our question is to ask people, rather than try and find an alternative "clever" way.

Thankfully, online there are several ways you can simply ask. For example, a typical telephone question and answer survey can be conducted by specialists on Elance for you at around $500 (www.elance.com). Alternatively, you could set up your own survey system using LimeSurvey software which is free...! (www.limesurvey.org)

A well-known and popular method of being able to ask your customers or potential clients direct questions is using Survey Monkey (www.surveymonkey.com). There is a free service, but it has limitations - such as a maximum of 100 replies. Even so, for some small projects that may well be enough.

Other online survey systems exist of course, such as FluidSurveys (www.fluidsurveys.com) which produces excellent graphical reports. And don't neglect things like plug-ins for WordPress sites, which can be used to conduct surveys with your online audience, such as the WordPress Survey and Quiz Tool.

You might want to head off to a software solution to find your keywords, but often simply asking your customers might help just as much - and could be quicker. Similarly, if you are
thinking about new products and are unsure about the niche you are planning, perhaps "niche-finding" software is not what you need, but a quick phone call around a dozen of your contacts.

We certainly can know what our customers want - if we ask them...!

**About the author:**

Graham Jones is a professional speaker, psychologist, consultant and author who specialises in improving the way people use the Internet.

He uses his vast knowledge to help businesses make more money online by ensuring that what they do on the Internet truly connects with real people. He has written 26 business books and is an award winning writer. He also runs workshops and speaks on the internet conference circuit.

Graham is a qualified psychologist and a member of the British Psychological Society, and the Association for Psychological Science. He is also a fellow of the Professional Speakers Association.

He is also regular commentator and interviewee for many media outlets and is often interviewed and quoted in newspapers and magazines.

Internet Psychologist

[www.grahamjones.co.uk](http://www.grahamjones.co.uk)
Trends In Customer Loyalty
By Joyce Gioia CSP - Herman Trends Alert

Very recently, Loyalty 360, The Loyalty Marketers' Association in Cincinnati, Ohio issued its 2011 list of key trends. In this Herman Trend Alert, we highlight four we believe will be most important for the coming year.

Loyalty will focus more on emotions than on rational, incentive-based initiatives. According to behavioral economists, economic decision-making is 70 percent emotional and 30 percent rational. Thus, the loyalty programs that touch us emotionally will work the best; those that focus on the emotional side of the decision making process will create connected, passionate, and engaged customers. Expect to see more emotional appeals that involve our families, relationships, those in need, etc.

"Companies will increasingly look at how customer engagement and employee engagement can work together to drive bottom line results.‘In 2009, we wrote about a Gallup study that quantified the impact of customer and employee engagement. The study found the companies in the upper half on both customer- and employee- engagement get a 240 percent increase in bottom-line results. Marketers know it pays to invest in employee engagement!

"Marketers will integrate social gaming into their loyalty initiatives.‘Social gaming has become a pervasive activity across practically all generations. AllFacebook.com reports there are now 200 million people playing games on Facebook every month. Moreover, 24 of the games have more than 10 million users each per month. The level of consumer participation that can be achieved through gaming greatly exceeds what professionals may expect from traditional incentive-based marketing, especially. And as if that weren’t enough, this sought-after participation builds lasting relationships, engagement, brand affinity, and brand loyalty.

"Cause-related marketing/corporate social responsibility (CSR) programs that are aligned with strategic corporate goals will effectively drive loyalty --- especially with Millennials.‘According to a recent survey social and environmental causes had a significantly greater influence on the purchase decisions of Millennials than other generations. Marketers looking to win the hearts and minds of 18- to 34-year-olds' will begin with social and green issues; 85 percent of Millennials said they would switch brands because of this kind of marketing and 73 percent said they would try a new brand.

Joyce Gioia CSP
www.hermangroup.com/
Chapter 6: How to Increase Sales

‘If eighty percent of your sales come from twenty percent of all of your items, just carry those twenty percent.’ Henry A. Kissinger

‘In sales, a referral is the key to the door of resistance.’ Bo Bennett

‘It’s about listening first, then selling.’ Erik Qualman

‘Sales are contingent upon the attitude of the salesman - not the attitude of the prospect.’
W. Clement Stone
6 Lenses Through Which Our Buyers Judge Us
By Sam Borrett

Banwari Mittal of Northern Kentucky University has identified six lenses through which buyers judge us. They are:

- Our Bodies which of course includes, teeth, smile, laugh, physicality, fitness, weight, shape etc.
- Our values and character which again is based more on perception than actuality but if there is congruence which we do see sometimes online and with a continuing exchange with someone we usually get the picture. Maybe not so accurately as immediate face to face.
- Our competence and success which also includes our perceived level of intelligence, social empathy, what we have achieved and perhaps what we have accumulated.
- Our social roles and how active we are in the community, how we behave with friends, family and the broader community, how we approach business and leisure and whether we have a good balance or have gotten way too serious about the whole work thing.
- Our subjective personality traits which is how we behave generally speaking, making allowances of course for personality differences, whether we can apologise, whether we behave in a superior manner and treat people like fools or whether we are genuinely interested in individuals, not just humanity which is NOT the same thing at all.
- Our possessions which would have to include knowledge which of course is worth something in the marketplace but not much elsewhere; wisdom of course is something different and is not a possession at least as far as I am aware.

The interesting thing in all this is that people only judge us according to their own values of what is important to them.

For example if someone values intellectual stamina instead of say, a fast car then that will be the standard by which he judges you. If someone on the other hand thinks that unless you have travelled far and wide you are an idiot then that will be the standard by which they will judge you.
If you are trying to appeal to your buyer you will have to know the lens through which they judge you. If they are family orientated and you are a bachelor, then you will have to observe certain rules, after all it is a game we're playing. You always know when it is a game and that is when there are rules.

Somebody makes the rules and you either play the game or break the rules. The interesting thing is if you're someone who tends to constantly break the rules remember that you still need the players otherwise you are out of the game.

**About the author:**

Sam graduated as a lawyer and conducted his own successful legal practices for many years. Subsequently he became familiar with the property market and traded extensively in properties, shares, and gained experience in a variety of commercial, residential and rural ventures.

Later, he trained in the field of emotional intelligence, human potential and energy, studying psychotherapy, bioenergetics, mindfulness, the human condition, and the various “success and health models.’ His special interest lies in supporting people to live abundant lives and to trust themselves around these sometimes highly charged areas of money, health, relationships, family and purpose.

Sam gives seminars, courses and presentations, working with individuals, businesses and companies alike. He also assists start-up businesses, entrepreneurs and early innovators to get going with the encouragement and down to earth principles they need.

When he works as a Performance Coach and Trainer he also supports the culture of success, health and co-operation within each business or organisation. Anyone who has already achieved a high level of success and may have reached a turning point in their lives either professionally or personally can benefit from his pioneering and ground breaking methods.

[http://mentoring4change.com/](http://mentoring4change.com/)

How To Improve Your Sales Results Through ROI

By Derek Good

There are many sales gurus in the world – all offering their advice and their silver bullet approach to sales. Most of these have some real value, so hold on to what works well for you. In some cases, sales people find a number of issues just too hard to conquer such as the customer finding a cheaper alternative, a strong existing supplier relationship, a simple lack of budget or like the majority of opportunities lost, there’s just ‘no decision’ made at all.

The ROI Approach

A principle that is often missed in the sales environment is the principle of ROI or Return on Investment. For some people this is just not on their radar and yet it can provide a totally fresh approach to sales that is easy grasp and can turn the old principles of a sales approach on its head.

The basic approach to ROI in sales is to focus on the benefits of your product, service or organisation and to match those benefits to the customer. Once you have matched the benefits to their needs, you need to be able to equate those benefits in some measurable value (the return). This is normally measured in dollars or time. The use of benefits isn’t new – but its application as the return to the customer (the next logical step) is often missed out.

What gives you added appeal is when these benefits are only available through your product, service or organisation. These then become ‘key benefits’ and if you can show they are essential to your customer, your job of ‘selling’ becomes much easier. In fact the customer is more likely to ‘buy’ rather than you having to ‘sell’.

Understanding then how to relate the dollar benefits to actual savings or profit to the customer creates a sense of ‘real value’ to them. For example, if you can show your benefits will cover the cost of their building rent for a year or pay for their administration costs for six months, then you have shown them real, tangible value.

In the case of a well known retail store in Auckland, the company accepted the sales proposal on the spot when they were shown the additional profit they would make from an improvement in sales related to a sales training programme placed in front of them. The return was realised in the first month.
Logical Purchase Reason

Most people will tell you that an ‘emotional’ purchase is what people buy on. And yes, that’s true. Getting the emotion to buy into the story, the ‘feel good’ component of the purchase is really powerful. However, with some emotional purchases, buyer’s remorse becomes evident. However powerful the emotional purchase, a logical purchase where things make perfect sense and the buyer would be crazy not to go ahead creates a longer lasting ‘feel good’ factor. This is especially true in a business to business situation.

Showing the customer that your product, service or organisation will save them money so that every day they delay it’s actually costing them not to go ahead provides a strong argument that can turn the ‘no decisions’, the existing supplier relationships or the cheaper alternatives all into a successful sale for you.

Learning the simple methodology around ROI in sales can give you that definitive edge in your role and can provide you with a fresh approach and renewed confidence in your products, services and organisation.

About the author:

Derek Good is Managing Director of Rapid Results Limited, a leading training and development company in New Zealand. With a sales background from photocopiers to lighting systems and a migration into General management, Derek has learned his trade on the front line. It was when he managed a team of 80 in the UK that he recognised his desire to help his teams excel in the service and sales arena.

Since then, Derek has developed a number of programmes that focus on helping people improve their service skills, sales abilities and leadership qualities. Derek is a former Winner of North Shore business awards for service excellence and the TUANZ innovation award for General Education and author of three books. His latest offering is a series of FREE 1 minute training videos for front line staff and managers available through the Rapid results YouTube Channel: http://www.youtube.com/user/RapidResultsNZ#g/u

If you want to know more – check out the book, ‘ROI: The Sales Person’s Secret Weapon’ – available on The Corporate Tool Box.

You can read the above article on the Rapid Results Blog Site here: http://www.improvestaff.com/how-to-improve-your-sales-results-through-roi/

Rapid Results also runs a ½ day workshop for sales teams incorporating the book and its principles to help identify the best approach for your business. To find out more information on the book and the workshop, visit www.rapidresults.co.nz or call 0800 DEVELOP
Chapter 7: The Incredible Power of the Web

‘The great thing, and the horrible thing about the web is you can just throw stuff up there and it doesn’t cost anybody anything.’ Eric Avery

‘Five years ago, we thought of the Web as a new medium, not a new economy.’ Clement Mok

‘Social media has made the web all about me, me, me.’ Erik Qualman

‘The Web as I envisaged it, we have not seen it yet. The future is still so much bigger than the past.’ Tim Berners-Lee

‘A good basic selling idea, involvement and relevancy, of course, are as important as ever, but in the advertising din of today, unless you make yourself noticed and believed, you ain’t got nothin’. Leo Burnett
Making Your Website Work Harder
By Lesley Morrissey

A successful website has two key elements – stickability and traffic. One without the other won’t work.

If you get lots of traffic, but your visitors take one look and find it confusing, boring or lacking in the information they want, they’ll leave again – quickly. You have a matter of seconds to get their attention and keep it – that’s stickability.

Here are a few of the things that you can do improve the speed and length of visitor engagement.

1. **Purpose**: Know what you want your website to do for you. If you don’t have a clear purpose, not only for the site overall, but for each page, you’ll confuse your reader.

2. **Structure**: Before you begin to write content think about your reader and what they will be looking for.
   a. Create a sitemap that makes it easy for them to find what they want. There’s nothing worse than a website with pages buried in unlikely places that make people work hard to find them. I once found the Contact page as a sub-section of the About us page; some people would never have found it.
   b. Ensure that the tabs on your menu are self-explanatory. Your website navigation should not be an exercise in creative writing! It’s better to have ‘About us’ than ‘Who we are’ – people know what to expect.
   c. Don’t overload your main menu – 9 or 10 menu tabs is about as many as most people can handle without getting overwhelmed. If you have a lot of pages then organise them into sections with sub-pages under main headings.
   d. If you want people to take action, ensure that click through boxes and forms to complete are on the right hand side of the screen next to the scroll bar.

3. **Making the connection**:
   a. Banish splash pages – anything that gets between your reader and your message doesn’t make good sense.
b. Ensure that there is a single point of engagement – usually a headline that is user-focused (not about what you do, more about what they get).

c. Keep it clean – make the choice of what to do next simple, not too many choices. Avoid the ‘patchwork quilt’ effect!

d. Keep distractions to a minimum – so anything that moves needs to move very gently or you’ll keep taking people away from the message they’re trying to read.

e. Understand how people process information and use the right colours, fonts and layout to maximise that.

4. **Content:**

   a. Don’t write about your company on the home page – any content must be benefit rich and in ‘you’ language (not ‘we’). Keep the company information for the About page.

   b. Stay focused on the reader – know what they want and give it to them – or at least the information about how to get it. If you’re not sure what your reader really wants then ask some of your existing or previous clients ‘Why do you use us instead of one of our competitors?’ The feedback will help you to focus on what people actually buy.

   c. Ensure the style and tone reflects your business.

   d. Don’t forget to ask the reader to take action – if you don’t ask them to do something, some of them will just go quietly without doing anything. Review your purpose and ensure you have a purpose for every page.

   e. Evidence of your expertise is very powerful – however, a whole page of testimonials is unlikely to be read. Most people will read two or three. Either spread your testimonials throughout the site so they are on the relevant pages or develop them into case studies and let people choose which ones they read.

5. **Images:** These are important to give the page life and energy. If your business lends itself to visuals then be careful that you don’t overdo it.

   a. Make sure any image helps you to get your core message for that page across. Don’t fall into the trap of using images as ‘eye-candy’.

   b. If images have to move then ensure the movement is sufficiently gentle so that people can read without becoming irritated when their attention is diverted by movement in their peripheral vision. Better still put the control of the images in the hands of the user – let them choose when to look at the pictures.

   c. Stock images are professional, but are hard to present as anything but a stock
photo. If you can afford it, get a photographer to take your own photos. That way you own the images and they won’t appear on anyone else’s website or marketing material.

If you follow these tips your website will keep visitors longer. Then all you have to do is generate plenty of traffic – but that’s another chapter!

About the author:

Lesley Morrissey is a commercial copywriter and an expert in readability. Her copywriting practice helps people to get their message across successfully using a combination of powerful copy and an understanding of how people read. Find out more at www.lesleywriter.com.
1. The Power of Twitter as a Business Tool (A blog)  
By Graham Jones

When Twitter was launched in October 2006 it was seen initially as a method of updating people with your current personal activities. So, it quickly became populated with messages such as "I'm just going down to the shops" or "Had a bad day, off to bed now".

And so Twitter was NOT seen as a serious business tool.

This is a huge mistake because savvy business people now use Twitter in some interesting ways. For example:

- Staff in/out status
- News headlines
- Emergency information
- New staff appointment
- Event listings
- Price list announcements
- Stock availability
- Share price index
- A PR Tool
- As a sales promotion tool

The 140 character limit for Twitter is there for a reason - it means your Tweets can be sent via SMS (text messages) on mobile phones - avenues businesses are increasingly realizing are valid ways to contact their customers.

2. Blogging is More than Blogging

If you are serious about your business; if you are serious about being up with the play in the business world, if you want to find ways to grow your business which won't cost you an arm and a leg... then you need this book.

Blogging was originally invented as a project management system - the word is derived from "web log", a page which was a log of what was being looked at online. That was shortened to "weblog' and then corrupted to "we blog". In turn, it has been taken to mean some kind of
online diary, but actually blogging software is nothing more than a database. You enter information into it and the software stores it, sorts it and makes it all searchable and findable.

Of course, we don't see it as a database because, frankly, most database applications look complicated, are poorly designed and are not user friendly. Blogging is, in comparison, a really easy to use system.

So, at a workshop this week I was reminded how valuable the database function of blogging actually is. One of the delegates on my workshop is in an organisation which is asked to comment on political stories in the national media. So, they have set up a private blog just for the four spokespeople. In it they have collected all the media coverage of all the topics they need to know about, as well as relevant YouTube videos and so on.

Then, when the media calls, all they need to do is search the blog for the topic and they will be able to have an array of background information in front of them. What an excellent way of using blogging.

So, is there any way in which you can use blogs as a private information source? Probably. It's just a reminder that blogging software offers so much more than merely writing about your day...!

3. Social Media Marketing Works

I spent all day on Thursday at the Social Media Marketing UK conference in London. There were about 200 people there and we were treated to the latest thinking in social media marketing - including some very useful

Even though the day started with the American "guru‘Brian Solis (author of Engage) saying that case studies are not that valuable, since every company is different, there were some highly useful points made in the cases that did follow...!

For instance, Universal Pictures used Twitter to promote the rock documentary movie, Anvil - resulting in a 70% increase in ROI compared with their normal advertising methods. Jimmy Choo used a simple campaign on FourSquare, resulting in a 33% increase in sales. And the footwear distributors "sportshoes.com‘saw their website move from outside the Top 100 of Google rankings for their keywords, to the No 1 and No 2 slots within a few weeks of starting a blog and establishing user reviews.

All of these case studies just added to the growing evidence that social media activity is now the most fundamental thing any of us needs to do online.
4. How Can We Generate More Leads Using a Website?

For anyone in the business to business sector, lead generation is fundamental. True, working for existing clients is more profitable, but there always comes a time when you need new customers. Finding potential leads is, of course, not easy and can be costly. That's why so many B2B companies want to maximise their use of the web to get more leads.

But how do you go about it? What activities generate most leads?

Research on online lead generation is quite consistent on this. It comes down to two factors. Firstly, it is adding more content to your website. Secondly, it is updating regularly. Indeed, a study by Hubspot found that 100% of companies who updated their website at least daily were able to generate leads. But when companies only updated their website monthly, or less, only a handful of firms were able to generate leads via their website. There is a clear relationship between the frequency of update to a website and the ability of that site to generate new leads.

In other words, if you update your website every day, you will - according to this research - generate new leads each week via your website. If, however, you update less frequently the chances of new leads fall dramatically. There is a clear connection between updating your website regularly and getting more potential clients.

**WHAT I LEARNED THIS WEEK:**

**Being nice helps**

Last week I had a problem with First Great Western trains. I returned from London to Reading on a late train, which was very late indeed because of technical failures. Sadly, my connecting train to my local station did not wait - and I was left having to get a taxi home at midnight costing £30.

So I filled in a First Great Western complaint form, attaching my receipt for the taxi fare, asking them to pay. I reckoned it was their fault, so they should pay. I didn't actually expect them to do anything; but at least I felt better as I'd got the complaint "off my chest".

Yesterday, though, I received a phone call from a lady at First Great Western. She was pleasant, chatty - we even laughed together. All she needed from me was proof I'd caught the train...! I'd sent them the receipt for the taxi fare - but no evidence I'd actually been on a train from London. I've now sent the receipt so she can process my claim.

But what was important was the personal, friendly and kind way in which she dealt with the phone call. It clearly had an impact on me. Today I was in a meeting where people were complaining about poor time keeping by trains into London. I found myself leaping to the defence of First Great Western, explaining what a considerate company they were.
One action of one member of staff can make all the difference to how your company is perceived and how word of mouth is conducted.

So, how do you treat customers on the phone? How kind, pleasant and courteous are you and your staff? It's simple things like this which can make all the difference to your business success.

About the author:

Graham Jones is a professional speaker, psychologist, consultant and author who specialises in improving the way people use the Internet.

He uses his vast knowledge to help businesses make more money online by ensuring that what they do on the Internet truly connects with real people. He has written 26 business books and is an award winning writer. He also runs workshops and speaks on the internet conference circuit.

Graham is a qualified psychologist and a member of the British Psychological Society, and the Association for Psychological Science. He is also a fellow of the Professional Speakers Association.

He is also regular commentator and interviewee for many media outlets and is often interviewed and quoted in newspapers and magazines.

Internet Psychologist
www.grahamjones.co.uk

Check out Graham’s e-book – How To Use Twitter In Your Business
How To Really Use LinkedIn
By Jan Vermerien and Bert Verdonck

Over 140 million people (and this number is growing) have a profile on LinkedIn and also a few Connections. However, the question that most people ask is: what does this website have that I can use to my advantage? Another question that keeps popping up is: why use LinkedIn when there is Facebook, MySpace and many other social networking websites? And last but not least: how to use LinkedIn in a way that brings immediate results.

The single most important benefit of LinkedIn. For us the most powerful concept behind LinkedIn is that it finds the right people AND the connections you have with them. It makes the networks of the people we know visible. LinkedIn shows us our second and third degree networks and the paths towards them. This has tremendous value.

Why? Many people already have difficulty keeping track of their own (first degree) network. It is impossible to know whom our network knows. LinkedIn makes this visible. This is extremely powerful especially if you start with the end or goal in mind. Many people make the “mistake” to only look in their own network when they are looking for someone to help them, to find a new job or new customers. In this way they are limiting themselves tremendously.

But what if we start with defining the best person, discover who they are and then find out via whom we can get introduced to them?

For example let’s suppose you are looking for a job at Coca Cola in the Los Angeles area (or you want to do business with them as a supplier or partner).

What most people then do is think of who they might know at Coca Cola. Then they can’t think of anyone and give up. Or they call the front desk, ask for the HR Manager and are stalled by the receptionist. Or the HR Manager says she is going to call back, but never does. Frustration!

Let’s now start with the goal in mind. You define the HR Manager as the person who can help you best reaching your goal (a job, a contract or expertise). Then you use LinkedIn and do a search with “HR Manager, Coca Cola, Los Angeles”. The result is that you don’t only find the exact name of the person, but also the connections you share with this person.

When you then look at the mutual connections you have, you might discover that this person is
connected with your neighbor. You didn’t know this because Coca Cola never has come up in your conversations. He has never mentioned anything about it and you never told him that you were interested in working for or with Coca Cola. After talking to your neighbor about it, you find out that he has worked together with the HR Manager in the past. When he hears about your goal he agrees on writing an email to introduce you to the HR Manager. Five days later you are invited to have a talk with the HR Manager and land the job or contract.

Without LinkedIn you might never have known that they knew each other!

**Why LinkedIn and not Facebook or MySpace?** Let us clarify first: it is not LinkedIn OR Facebook, you can use them both. But why also give attention to LinkedIn? Since it is a BUSINESS networking website. This means that people who are a member are more open to do business than on other websites which are more focused on sharing personal experiences.

Everybody who is in business knows that it is easier to get more business through referrals than to make cold calls. People who are referred to you by someone else are already “presold’by your mutual contact because of the trust that already exists between them.

What is taught in many sales and network marketing courses is that you have to ask your current customers and your network for referrals. However many times people only get a few referrals. The reason is that your network only thinks of a very small part of their network at the moment you ask them.

LinkedIn can help you overcome that hurdle and much better than Facebook. How? By looking in the network of your network you find out who they know. Then you can bring this up in conversation and ask your contact if (s)he is willing to make an introduction. Help your network to help you by providing them with names of people who might be interesting for you!

Why is LinkedIn a better tool for this than Facebook? In Facebook the search function is not geared to do advanced searches (you can’t search on a profile or with detailed parameters, only names and company names) and it is much more difficult to find out the BUSINESS profile of the people who are in the network of your network (they have to give you permission to see their profile). Facebook is a great tool to build and maintain personal relationships, but LinkedIn boosts your professional relationships AND your business.

**How to craft an attractive Profile**

Although many people have the wrong perception that if they make a good Profile people will find them and call them (which only a very small percentage will actually do), it is important to have an attractive Profile. Not necessarily to be found by other people, but to give a good first impression when someone visits your Profile AFTER you have proactively searched for a connection with the right people (see the example of the HR manager of Coca Cola).
These are a few tips to create an attractive Profile:

1. **Name**: if you want to be found by other people who know you, use the name you use in a professional environment. So no nick names. For women: also include your maiden name.

2. **Professional Headline**: this is your “magnet”. This should entice people to read the rest of your Profile after they have found you via a search or when you have contributed in a Group or in Answers. Pay enough attention to your professional headline and use words that will attract the right people (not everybody!).

3. **Your Profile Photo**: use a professional picture. Especially students tend to put holiday pictures on their LinkedIn Profile like they would do on Facebook. Since LinkedIn is a professional website it is better to have a “normal’ picture. And please, gently smile to the visitors of your Profile, you’re not in prison.

4. **Your Public Profile URL**: personalize your LinkedIn Profile page by using your name in the URL. This will boost your online presence on the web: when someone searches on your name in Google, Yahoo, Bing or another search engine your LinkedIn page will be in the top rankings.

5. **Summary**: share something about your company, about your professional expertise and about yourself. Use words everybody can understand, so avoid jargon. Focus on your present job (or what you want to do in the future if you are looking for a new job).

6. **Specialties**: this is the place to share the skills and knowledge you have accumulated in all the jobs you have done. For example: if you have a certification like Microsoft Certified Systems Engineer, this is the place to mention it. Also use the abbreviation if it is used a lot. In this example that would be MCSE.

7. **Experience**: here you can list all the organizations you have worked for. Always be sure to add a title and the right time period. This will help other people to find you and it will help you to find old colleagues back. It is advised to also add some more details about the job content.

8. **Education**: list the schools you went to in order to find old classmates and people who went to the same school.

9. **Interests**: list some of your personal interests here. Next to the professional information that is already abundantly present in your Profile personal interests and hobbies help other people to get a better image of you as a whole person. Many times common
interests are found in this small box, which make online and offline conversations much easier.

10. **Use Applications**: make your Profile more attractive and more interesting by adding (free) Applications like SlideShare, Box.net files and Google Presentation.

**How to use LinkedIn to find the people you need (for example new customers)**

Though LinkedIn is by many people seen as a tool that people can use to find a new job, it is also a great tool to find new customers, suppliers, partnerships, experts and other people to get your job done faster.

Let’s focus on how LinkedIn can help you find new customers. These tips are also applicable to finding new suppliers, partners, experts (not only outside, but also inside your own organization!) and even a new job.

LinkedIn offers several ways to find new customers. But before being able to use LinkedIn successfully it is important to make a good definition of your target group(s). Once you have done that, these are some of the strategies to follow:

1. **Search for potential customers**. Use the “advanced search” option to search with the parameters of your definition and get a list of people back. Then see via whom you are connected to them and ask for an introduction. Please remember that what you are now doing is building a relationship, selling is a next stage!
2. **Browse in the network of your network**. Go to the Profile of someone from your first degree network and look at the right hand side who they are connected to. Then ask for a connection with this person.
3. **Become member of the Groups that your customers and prospects are also member of**. Remember again that it is about sharing and helping first. By doing that you raise your visibility and people will start to contact you.
4. **Create “alerts”**. LinkedIn gives you the option to save your searches. So save your search from step 1 and LinkedIn sends you every week an email with new prospects.
5. **Look at the Network Updates**. On your LinkedIn Home Page you can find out who your contacts link to. If you find out that this person is also interesting for you, ask for an introduction.

LinkedIn is a very powerful tool to help you grow professionally and reach your goals fast. Not only to find new customers, but also for partners, suppliers, coaches, mentors, experts and any other person who can help you grow your business and advance your career.

In short LinkedIn is one of the best tools to really have the experience of giving and receiving help. So start using it!
About the authors:

**Jan Vermeiren** is the founder of Networking Coach, the first LinkedIn Certified Training Institute in the world. An international speaker, Jan is the author of 2 bestsellers—Let’s Connect! and How to REALLY use LinkedIn. He is also a guest lecturer in several international MBA programs.

**Bert Verdonck** is a partner at Networking Coach. As a LinkedIn expert, speaker, and author, Bert teaches comfort and success when networking—whether online or offline.

Together with the Networking Coach team, Jan and Bert give presentations and training for online/offline networking and referrals. Clients include organizations like Deloitte, IBM, ING Bank, Mobistar, Nike, SAP, Siemens, as well as small companies and freelancers.

1 Million Free Books

More than 140 million people have a LinkedIn Profile. Most of them don't know what to do with it although it is a fantastic tool to find for example new customers, employees, partners, experts or a new job.

To help them and the worldwide economy Jan and Bert are giving away 1 million copies of the second edition of their international bestseller "How to REALLY use LinkedIn".

Besides the fact that the book is completely revised, these are some of the most important new chapters from the 53 extra pages:

- 6 passive, 7 active and 11 proactive strategies to find new customers, new employees or a new job.
- 42 tips to create an attractive profile.
- 15 strategies to raise your visibility and credibility by personal branding.
- The power of combining online and offline networking: how to get the most out of the events as an organizer and as a participant.
- 11 strategies for organizations: how can they benefit from LinkedIn company-wide (versus as individuals) including the brand new LinkedIn Strategy Matrix© for Organizations.

Finally there is the new free “Video & Tools Library’with video tips, assessments, tools and webinar recordings.

You can download your copy at [http://www.how-to-really-use-linkedin.com](http://www.how-to-really-use-linkedin.com)

Jan and Bert are also raising 1 million dollar for charity. Look at their website for more details.
Why Use Facebook For Business?
By Demos Flouri

A lot of business owners still believe that Facebook is only for private use to update their status, tell their friends what they are up to and upload pictures. On one hand this is correct, however Facebook has become so much more than that now. With something in the region of 800,000,000 users and more traffic than Google, I do wonder why more businesses are not realizing this potential market.

Facebook pages are where it goes, with Facebook pages, you can add apps so that you can feed twitter and YouTube onto it so any YouTube videos you have will pull onto the fan page, here is an example on that we done at Find Me:

If you notice, all YouTube videos that Loft Shop has on their YouTube channel has now pulled across, users love watching videos, this is a great tool.
You can use the fan page to interact and engage with your users. One company I feel do this really well and admire what they are doing is the Italian restaurant chain Prezzo. They have really got it right; here are some great examples of how they engage with you:

Competitions - allowing users to take part and win vouchers, which are used in the restaurant. £50 is generous if you have a meal for two.
Sometimes if you do not want to do a competition, just give away vouchers:

Posting images of new restaurants near you

If you see this new restaurant is not near you then Prezzo make it simple to find a restaurant near you:
Prezzo have 117,166 (at time of posting this) followers. Imagine the potential market they have at their disposal. I have picked Prezzo to speak about because I have on several occasions used Prezzo for dinner or lunch because of their interaction with the followers, as well as admiring how they do their online marketing.

This is something a plain website cannot do. Image how much more work is involved if you wanted to be engaged by other means like email marketing and mail shots. It is just not cost effective, if you consider a Facebook fan page is free to set up. You may have to pay a designer to design the banner and maybe sort the apps for you if you are not confident to do it yourself. But those are all the costs involved. It is not like a website where you have to pay to renew your domain name and hosting. There is nothing like that on Facebook. You may wish to take out adverts to gain more followers but costs are small and can be capped daily.

**Are you convinced yet?**

The answer should be yes, but if not then here a few other points to this massive market (straight from the horses mouth/Facebook themselves)

1. Facebook is popular with all age groups;
2. Your Facebook Business Page appears in Google Search;
3. It is public, so you can link it from your web site;
4. It is an 2-way communication channel with your customers and prospects;
5. It has easy-to-manage photo albums - *a picture speaks a thousand words*;
6. You can manage the page yourself;
7. You can share the management of the page using the administrator feature.

As mentioned earlier, Facebook has over 800 million users; this is bigger than most countries.

**Lets crunch some numbers**

If for example I set up a page for you, I would charge around £300 and this would include a banner on the left, design a front-page image, install YouTube and Twitter apps.

Lets say you are able to tap into only 0.01% of the Facebook users, that’s all, a measly 0.01%. That equates to a potential market for you of 80,000 users. I would not mind a database of 80,000 customers and I am sure you would not either!

**About the author:**

Most of Demos's family ran their own businesses and he wanted to do the same. Today Demos runs a design and digital marketing agency called Find Me.

In today's overcrowded and fiercely competitive global marketplace Demos believes it is vital that your company stands out; is noticed and can be ‘found’. And because customers now have so many choices every business needs to make a brilliant first impression.

He helps his customers do that through brilliantly designed brochures, leaflets and of course, their website.

96% of Companies Now Use Web-meetings To Save Costs. By Wayne Turmel

Yet most attendees say the web-meetings are not very successful. So if you are an organization that uses web-meeting technology – well done – but don’t be too surprised to hear that you don’t do good web-meetings!

A recent survey by industry leader CarlsonLit Travel on the state of the meetings and event industry showed something interesting- 96% of companies surveyed use web-meetings, webinars or video conferencing at least once in a while. Yet when you ask participants if the meetings are done well or worth the time, most respond with a resounding "Not even close". What gives?

The three reasons most people hate web-meetings and webinars are not terribly surprising:

- The technology gets in the way (they can't connect/hear/figure out how to get past their IT security systems)
- The webinar or meeting takes too long
- The presenters are boring or hard to listen to

The first reason is valid, although as the platforms become more stable and people become more familiar with the technology, complaints are dropping. That's not true for the other two reasons- they're as unpopular and awful as ever. There's less excuse for that. Both are in the direct control of the presenter.

We believe there are two reasons people don't do good web-meetings or web presentations, and both stem from a common problem: presenting online is like presenting anywhere else, except you're trying to do it while running unfamiliar technology. It's like trying to give a speech while programming your DVR. The two reasons are:

1. They haven't seen a good meeting or webinar in action. They don't know the possibilities (most people use fewer than 25% of the features available on their presentation platform) and have no role models. If all you've seen are badly run, boring glitch-fests, why would you want to inflict that on other people?
2. They don't learn the technology before they have to be in front of an audience. It's stunning to hear from so many people who have been told to use web-meetings or
webinars, and the first real experience they have is when there is an audience on the other end of the line. It is difficult to relax and become competent at something if you don’t get real hands-on experience or practice before the stakes are high. It would be like learning to drive the first time by taking your parents to the airport. Would you want to be in that vehicle? Why would you want to take part in that web-meeting?

Our own research shows that fewer than 20% of companies offer true training when rolling out a web platform to their employees. In fact the numbers are somewhat surprising:

- 60% of respondents say they got offered no online presentation skills at all. They’re basically told "here's a WebEx license, try not to hurt someone".
- 23% were offered asynchronous (recorded) webinars online only, usually by the platform provider. The vendors have tons of recorded tutorials if you want to wade through them and then practice by yourself
- 10% were offered training by their companies. These were either delivered internally or by outside providers such as our own company and others.
- 7% were told to find training on their own and the company would pay for it. This includes free webinars held by vendors as well as training individuals can enroll for, like we offer at Greatwebmeetings.com. While everyone has their own definition of what exactly training entails, we believe that the definition includes knowledge acquisition, assessment as well as practice and feedback to demonstrate that you actually learned something.

People won’t use a tool- at least not well- if they aren't given a chance to see it in action, get their hands on it, and practice when the stakes aren’t high.

What's your organization doing to help people develop good online presentation, meeting and sales skills?

About the author:

Wayne Turmel is the author of "6 Weeks to a Great Webinar", the upcoming "10 Steps to a Great Virtual Presentation’(January 2011 ASTD Press), and the president of Greatwebmeetings.com.

Originally a stand-up comedian, Wayne Turmel is now a writer, speaker and former corporate drone from Chicago. He is the president of Greatwebmeetings.com, as well as the host of one of the world’s most successful business podcasts - The Cranky Middle Manager Show.

www.greatwebmeetings.com
Chapter 8: The Future is Coming, Ready or Not

‘If you’re still thinking global, you’re narrow minded.’ Richard Perry (Entrepreneur)

‘The empires of the future are the empires of the mind.’ Winston Churchill

‘The future belongs to those who believe in the beauty of their dreams.’ Eleanor Roosevelt

‘The future rewards those who press on. I don’t have time to feel sorry for myself. I don’t have time to complain. I’m going to press on.’ Barack Obama

‘In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists.’ Eric Hoffer
Not long ago, the Indian government announced the results of its USD$490 million investment to conduct a census. At 1.21 billion, India's people now represent 17 percent of the world's population. That is more than the populations of the United States, Indonesia, Brazil, Pakistan, and Bangladesh combined. The increase between 2001 and 2011 was 181 million, roughly equivalent to the entire population of Brazil.

In fact, by 2030, experts had expected India to overtake China as the world's most populous nation. However, figures show its growth rate is falling (slower than at any time since 1947) and China has 1.3 billion people.

The census also revealed a most disturbing societal issue—a continuing preference for boys. Actually, India's sex ratio (female to male) is at its worst level since its independence in 1947. Although sex-selective abortion based on ultrasound scans is illegal in India, it remains common; with limited resources to feed children, families think of sons as future wage earners. Statistics show fewer girls than boys are being born or surviving.

According to the 2011 census, 914 girls were born for every 1,000 boys under the age of six, compared with 927 for every 1,000 boys in the census ten years earlier. This gender imbalance has had far-reaching consequences for China, where the gap is even greater. There, wealthier families are buying brides from other countries for their young men. India may not be far behind.

Though India's Census Commissioner C Chandramauli cited this issue as a matter of grave concern, it is doubtful that policy enforcement will change soon. On the education front, the census shared good news: the literacy rate went up to 74 percent from about 65 percent in the last count. (According to the CIA World Factbook, the US literacy rate is now 85.4 percent---on par with Brazil, Libya and Iran!)

India's growing population and its dedication to education have already made it a force to be reckoned with on the world stage. With increasing numbers of middle class citizens and millionaires, India will have the resources and the will to give the US and other countries a run for their money.
About the author:

Joyce Gioia is a Strategic Business Futurist concentrating on workforce and workplace trends. Joyce is President and CEO of The Herman Group, a firm serving a wide range corporate, trade association and governmental clients on an international basis. Through consulting, speaking and training, Joyce helps clients position themselves for success in the future. Joyce has served clients in 21 countries on six continents and in 46 of the United States. Joyce’s most recent successes in the Asia Pacific region have been in Singapore and Malaysia, where she has received rave reviews for her workshops and keynotes.

Focusing on what will be valuable for her clients and audiences, Joyce tailors her messages to what is most needed with an emphasis on take-home value, practical tactics and strategies that can be put to work right away. To reach an even wider audience, Joyce has authored five books. These books are focused on what employers must do to attract, optimize, and hold onto their best employees. Joyce approaches Human Resources from an Internal Marketing perspective, taking external marketing concepts and strategies and applying them within the organization.

www.hermangroup.com
Are ‘Jobs’ Obsolete?
By Ann Andrews CSP

All over the globe we are still feeling the effects of the Global Financial Meltdown and I suspect that we’ll feel those ripples for some time to come. Redundancies seem to have leveled off in most organizations, which is great news. However, the tragic Christchurch earthquakes and now the massive Japanese quake, will affect business recovery globally. Re-building infrastructure in any country that has experienced a natural disaster will cost billions and that’s money that can’t be used for growth initiatives.

The first shockwaves:

One year after The Lehman collapse ABC News/Washington Post presented these stats:

- 47% of households had experienced a pay cut or job loss
- 65% five percent have been hurt financially; 33.3% hurt "a great deal
- 53% were concerned about a pay cut in the months ahead
- 46% were worried about a layoff hitting their household

Fast-track to a few unemployment stats around the world for 2010/2011 (stats http://www.gfmag.com):

- USA = 8.9% (as at Feb 2011)
- Ireland = 12.8%
- UK = 7.9%
- Australia = 5%
- NZ = 6.8%
- Spain =20.5% (that is a staggering 4.61 million people)

And these are just the adult unemployment rates; youth rates can be as much as one third more and some policymakers are talking of a ‘lost generation’. Which is heartbreaking.

So what can be done? Are we all doomed? Will new jobs be created or do we have to accept the fact that going forward huge tracts of people will be unemployed – possibly for life?

Well we can do what we’ve always done, and that is ignore the signs that things aren’t working and continue to do what we’ve always done regardless. Or we can do a massive re-think.
I think the financial system is a bit like the Emperor’s Clothes – it is nakedly and obviously broken. I fear it has been broken for quite some time, and is probably beyond repair. Sadly no-one wants to acknowledge that fact, particularly the people who benefit from our current structure to the detriment of the rest.

Our current structures of finance and job creation may have worked in the 1800’s and 1900’s but they won’t work in a world where we have a population that is growing at a terrifying rate and resources that are being used up at an equally terrifying rate.

Global Population Stats 1800 – 2009: In 1800 there were 906 million people on this earth; by 1900 that had risen to 1.6 billion; by 2009 it had risen to a staggering 6.8 billion people; predictions are that by 2050 there will be 10.5 billion people on this beautiful little planet. All trying to scratch out a living.

The unrest in the Middle East could be a pre-cursor to what we will face globally if we don’t work out:

a. How to slow down population growth
b. How to feed the population we currently have
c. How to rethink work and what work is so people’s brains and talents are gainfully utilised and they can feed their families

I’m not an economist so I can’t even pretend to offer a solution to the financial model, neither can I offer a solution to the burgeoning population; the world may at some stage face a ‘China’ solution – one child per family. However, I can offer two very simple solutions to the ‘job’ problem. There is a school of thought that jobs translate to Just On Broke – so who wants that anyway?

Solution 1: Our school system needs to be revamped – our education system was set up in and for the Industrial Age. It also is obsolete. We need to revamp our current grading system so it looks more like:

A – for academics
C – for crafts and trades
E – for budding entrepreneurs

There is a place in the world for academics; we will always need trades people but our school system makes NO serious provision for budding entrepreneurs. These are the kids who, around the age of 10/11 start having attention problems because the school system bores them mindless. Entrepreneurs brains are wired differently; they need masses of variety, stimulation and creativity. Things not usually provided in the ‘exam’ factory line.

Solution 2: We need to strategically set up Micro Investment (as per The Grameen Bank).
Developing countries have benefited massively from people being able to borrow small amounts of money to set up businesses. The West could follow this lead. Yes we have Venture Capitalists, but they are usually only interested in the million dollar investments. I’m suggesting $2-5000 advances – attached to some business coaching and mentoring, and then see what happens. Not all ideas will progress, but many will, with that guidance and support.

And guess what – **entrepreneurs create new businesses.**

**New businesses create jobs.**

The challenge for most entrepreneurs is financing their idea, and importantly – finding someone to believe in their idea.

The challenge for most entrepreneurs is that they tend to be ‘ideas’ people not systems people – and they will need a team around them to take the idea, shape it, set up systems to market and then distribute it.

One thing is for sure, we have to start thinking differently as a globe - we can't keep making the rich richer and leaving 95% of the world to struggle. We can’t keep running our countries on ‘borrowing’ yet more and more money; or worse; printing more and more money!

As Ernest Rutherford once said ‘We don’t have much money so we are going to have to ‘think’.

Ann Andrews CSP
Creator and MD The Corporate Toolbox

[www.woetogo.com](http://www.woetogo.com)
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**What Five Burning Questions Will Your Audience Ask?**
*By Warwick John Fahy*

One of the most challenging parts of a presentation is the question and answer session (Q&A). Many senior executives get worried and anxious about this inevitable part of the meeting. In fact, I would classify any presentation that did not lead to questions being asked as a complete failure. The main purpose of any communication, especially at the senior level, is to move people to action. This requires a level of engagement from the audience which must include questions that deepen their understanding.

So as it’s an inevitable and desirable aspect to your meeting, why not get ready for it in the best most complete way possible. My mantra is “always be ready”. For those of you who were Scouts, remember the motto of the Scouts? “Be prepared”.

Here is a six step process you can use to always be ready and prepared for your Q&A.

Applications include:

- Presenting to senior management
- Getting ready for a media interview
- Participating in a weekly conference call with overseas management
- Contributing to a business review meeting
- Being on a panel in a shareholder meeting
- Keynoting at a town hall meeting

**Step 1: The burning five**

Write down the five most important questions the audience wants to know on the subject you are going to deliver. Some of these questions will be recurring and easy to answer. But use this time to think about some of the tougher question you have been asked in the past. What questions catch you out? If you wanted to ask the toughest, most difficult question on this topic, what would you ask?

Examples:

*Topic: Business review meeting - Burning questions:*

2. *How well has the research and development center been integrated into our global product development plans?*
3. *What steps are you taking to turnaround a declining gross margin?*
4. *How well prepared is the business for a slowing global economy?*
Step 2: Trigger your bullet points

For each question, write down your answers quickly using bullet points. Write 4-6 words for each bullet to help you trigger a fuller answer. The skill here comes from not thinking about each question too long. Write down the first five or six bullet points that come to mind.

Example:

*Burning questions:*

*How well has the research and development center been integrated into our global product development plans?*

*Bullet points:*

- Quick update on R&D operations
- Outcomes from global R&D conference call
- Pipeline 2012-2013
- Manpower challenges slowing ramp-up
- Opportunities we are not taking

Step 3: Make them mobile

Most executives are on the move and you need to be able to capture streams of time to help you get ready. For example, when you are on the road, waiting in the business lounge, taking a flight. These are all opportunities for you to get your Q&A ready.

If you are old-school like me and prefer to think on paper:

Print or write your questions and bullet point answers on some cue cards. Take one cue card for each question. This method works well because you can still work on them when you are taking off and landing. Also, you can move the cards around and see connections between them more clearly than working in digital. Keep blank cue cards handy in your briefcase.

For the people who like to keep everything digital:

Set up a document on your phone or tablet computer that you can come back to and edit. Scan through the questions and rearrange them according to the priorities of the audience you are addressing.
Step 4: Polish to make them shine

Add, modify and polish your answers. When you have new anecdotes, data or ideas to share add them into the file. If you are using cue cards, you may need to re-print them every now and again. Carry your cue cards around with you in the days before the presentation. Read through them to refresh your answers. You can also keep them close to you in the meeting, especially a conference call and glance at them when a question arises.

Step 5: Flex your answers

Rehearse so that you can answer each question in a maximum of 2 minutes. Color up your answers with your personal insights, stories and data. Remember most TV media interview expect answers under 60 seconds. Adapt your answers depending on the audience. Senior management prefer concise direct answers. Your company staff in a town hall might like to know more about your personal style or experiences.

Step 6: Data-bank your Q&As

Overtime, build up a question and answer data-bank Whenever you get a good question, add it to your database. Ask colleagues to suggest questions on the topic you are preparing. If you ever get stuck by a question, add it to your data-bank. You will be surprised at the relatively narrow range of questions you get on any particular topic.

Conclusion

This is how you get and stay ready. As I tell my CEO clients, you need to “always be ready’so you are not surprised by questions. Use this six step process to become bulletproof in any question and answer session.

About the Author

Warwick is the author of The One Minute Presenter and works with high-potential senior finance executives who need to get their point across and influence their key stakeholders with short memorable presentations. Learn more at http://www.warwickjohnfahy.com and check his book The One Minute Presenter right here
I doubt I will ever lose my enthusiasm and excitement for the “privilege of the platform”. I consider myself very fortunate to be able to travel the world and share my ideas and insights with willing people. When clients/organizers agree I always end my 30, 45 and 60 minute presentations with a question and answer time.

After giving a presentation in early 2006 the first question threw me momentarily and the answer I gave surprised me, so much so I almost couldn’t wait to get back to my hotel room to write down what I said so I wouldn’t forget it! The questioner said “I’ve very much enjoyed your presentation but can you put it all into one sentence? After what seemed to me to be the longest pause I had ever taken in 15 years of professional speaking I said:

**Principle before passion; passion before purpose; passion and purpose during practice = possibility.**

The audience cheered wildly including the questioner (You had to be there). On reflection these words capture what I am mostly on about.

**Principle**

For me there are three great life principles, an attitude of gratitude; the law of the farm; freedom of choice. These principles are unchanging and uncluttered by dogma, the hallmark of fundamentalists whether they are religious, political, business or otherwise. Fundamentalists believe their way is the only way and create dogma to justify their ideology. Principles don’t change, nor do they favour ideology, they simply just are, and, they can be lived in any number of ways regardless of beliefs, mindsets or culture.

**An Attitude of Gratitude**

When faced with a potentially life ending illness 33 years ago my doctor’s advice was to first have an attitude of gratitude. In order to get well he told me, I must first be grateful. I remember my reply as if it was yesterday. “You’re telling me I may die and you want me to be grateful. You have to be joking!”
In recovery I learnt, and I am still learning, a great truth, when we are grateful for what we’ve got we can have more of what we want. The most productive people in history have an attitude of gratitude.

**The Law of the Farm**

My grandfather, a farmer, taught me this law. Grandfather knew the law as you reap what you sow. He believed as I do that more often than not if you have fertile ground, plough it, seed it, nurture it, you get a harvest. Today we phrase this law as what goes around comes around, or you get what you give. In my Changing What’s Normal book I use this law to explain my perspective on many things and how you can choose to use this law in your own way.

**Freedom of Choice**

We are the sum of the choices we have made and those we haven’t. As history has demonstrated over and over again, regardless of where we were born, and even in the most dire of circumstances, we can live a fulfilling, happy life that influences and inspires others. The most productive people in history make the wisest choices for them on a daily basis.

Living by principles such as these, is in my view the first step to achieving possibility.

**Passion**

I live and work with all the passion I can muster and inciting passion is very much a part of what I do. Two of my mates are also experts on passion, best selling authors Keith Abraham and Charles Kovess.

I asked Keith and Charles three questions. Here are their replies:

**Question: What is passion?**

Keith: “It is loving what you do and doing what you love. It is the desire to work towards a worthwhile goal that stimulates your enthusiasm.’

Charles: “Passion is a source of unlimited energy from your soul (or ‘spirit’ or ‘heart’) that enables a person to produce extraordinary results. Why ‘extraordinary’? Because most people are not passionate about their work, or are not pursuing their passion in their lives, and this is the ‘ordinary’ level. When you tap into passion, and the amazing energy source that it is, you will perform at an ‘extra-ordinary’ level.’

**Question: How do you discover your passion?**
Keith: “You can either list the activities that you love to do with your time or you can list 100 things you want to achieve in your lifetime and see what reoccurring theme keeps on coming through.”

Charles: “I recommend a four step process:

Be a Passion Seeker: decide to discover your passion. It's like making a decision to run a marathon: first you have to decide and then take action.

Be a Detective: look for the clues throughout your whole life, since you were born up till now, that will give you the solution to the puzzle. Ask your parents, their friends, your siblings. Do a chart of your life, showing the ups and the downs, to raise your conscious awareness of your life journey so far.

Be the Riddler: once you discover it, it may be a 'riddle' to work out how to earn a living from your passion. I have always found, when advising people, that it is possible to earn money from pursuing your passion.

Be the Risk Taker: take the plunge! Take the risk and pursue your passion. Remember, 'the hardest thing in the world is to leap a chasm in two bounds!' I promise that the rewards will be worth it, because you are discovering and pursuing, your soul’s purpose.’

Question: Once you have found your passion, how do you keep it?

Keith: “Make sure that you are spending time pursuing your passion each week or day. Focus on the things that count for you, that give you the greatest energy and enjoyment.

Charles: “You keep the passion alive by using the same principles that you use to stay fit and healthy. These are:

Write out your goals in great detail:

- Read them every day
- Don’t hang around with energy suckers, or negative people. Get them out of your life.
- Don’t share your goals with people who might kill your dreams.
- Spend your time with passionate people.
- Look after yourself physically, so that the machine you live in (your body!) can help you rather than hinder you.’
- Living your passion, is in my view the second step to achieving possibility. When we are passionate in applying unchanging principles in our own way, we have unlocked the door to world of infinite possibilities.
Living on Purpose

The Macquarie Dictionary defines purpose “the object for which anything exists or is done, made, used etc; an intended or desired result; end or aim; intention or determination’

Poet and writer Gita Bellin said “success depends on where intention is.’ This is a very powerful statement.

To change an outcome we must modify or change behaviour, because continuing to do the same old thing expecting a different result is a good definition of stupidity! In my experience before behaviour change is lasting we must first modify or change our thinking and to do that we often must modify or change our feeling and to do that we often have to modify or change our intention or purpose!

So what is your purpose? What was your aim when you got up this morning? What were you feeling and thinking literally? If you are like me the answers to these questions can be elusive and often the day is over before it really seemed to begin.

I believe we humans all have the same broad purpose: to be at peace with ourselves. For only then can we make peace with others. How we find peace within ourselves and then make peace with others is an individual journey. I have found regular contemplation, reflection, and just plain hard work on the following as great ways to keep myself living on purpose

Knowing my strengths and applying them excellent way to find out your key strengths click here

- Allowing the strengths of others to make up for my shortcomings
- Seeing my work as a calling and never a job or a career
- Spending a hour a day on my own personal development
- Engaging in activities that give me a sense of purpose
- Knowing and understanding what gives me meaning and pursuing these things with vigour
- Being the best I can be in each moment (and when I mess up, take the lesson and move on)
- Continually asking why and why not
- Maintaining positive self talk
- Never saying anything negative about myself or others
- Competing with myself and collaborating with others

When we combine purpose with passion (bringing everything we are to everything we do) and unchanging principles (gratitude, the law of the farm, and freedom of choice), we have unleashed an unstoppable force for good, leaving only one step left to achieve possibility.
The Nitty Gritty – Practice

Actions do speak louder than words. We can believe in principles such as an attitude of gratitude, freedom of choice and the law of the farm; we can understand passion, “the amazing energy source’ to quote Charles Kovess; we can grasp purpose as being at peace within ourselves; however it all means nothing if we do not take this trilogy into all that we do or practice.

12 actions for taking our principles, passion and purpose into everyday life:

1) Instead of a to do list have a won’t do list and don’t do whatever you list

2) Be crystal clear on your goals but more importantly the steps you will take, one at a time, to achieve your goals. Then detach from your goals and put everything you’ve got into taking the steps

3) Wherever possible add value to transactions and interactions. The extra things we do that usually cost nothing, are often perceived as the most valuable to the recipient

4) Take responsibility for your feelings, thoughts and actions, but take no responsibility for other peoples feelings, thoughts and actions

5) Stop to celebrate failure as much as success, and then move on

6) Live in the now. Now is the only moment that matters. The past cannot be changed (we can view it differently) and the future will take care of itself if we are bringing everything we are to everything we do, right now

7) On a weekly basis review your actions. Next week repeat what worked and don’t repeat what didn’t work

8) Always tell the truth as you see it. My father used to say this means we don’t have to remember anything!

9) Invest wisely in time. We have 168 hours every week that’s it! I devote a third to work, a third to sleeping, eating and personal time, and a third to family and friends. Whatever your investment, see it as just that, and you will get a return. Forget about time management, it’s investing wisely in the time we have that counts

10) Apply the 80/20 rule; we get 80% of our results from 20% of our efforts. Known as the Pareto Principle, the law of imbalance or least effort, this one is worth a lot of thought. Most people are trying to achieve a lot by doing a lot. This principle says do less; just make sure that
what you are doing is producing what you want. More with less is possible

11) Whenever you are doing a particular task focus on doing it to the best of your ability and do not allow yourself to be distracted

12) Be intense for short periods of focus then take a break. 45 minutes of intensity then a complete break for 10 minutes does wonders for our productivity

Be the difference you want to see in the world

About the author:

Ian Berry CSP is the author of Changing What's Normal. He is one of the world's leading authorities on change people can actually believe in and make happen, and change where everyone can win. He is a writer and international business speaker with unique expertise in why doing good is great for business.

He holds the CSP (Certified Professional Speaker) designation - the highest level available to professional speakers internationally. He is also a Fellow of the Australian Institute of Management and a Past President of NSAA (The National Speakers Association of Australia).

Since 1991 Ian Berry has partnered with people passionate about change to break free from the status quo and accelerate turning possibility into reality.

The author of Changing What's Normal Ian provides:

- **Presentation packages that solve your problems.**
- **Programs** that take the guesswork out of leading and managing change.
- **Personal mentoring and community** for change champions.

Ian is the Founder of [Differencemakers Community](#) who have members in 40 countries.

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Summary:

These are challenging times for sure. We would have to live in a cave not to realise that. But giving up simply isn’t an option.

There have been enough quotes peppered throughout this book to help you realise that many people in life and business face tough times – whether they are tough because you don’t have much business or tough because you have too much.

But never give up. Believe in what you are doing and you WILL ride those waves.

And I leave the final quote to one of my most favourite people of all times:

‘When you have come to the edge of all the light you have
And step into the darkness of the unknown
Believe that one of the two will happen to you
Either you’ll find something solid to stand on
Or you’ll be taught how to fly!’

Richard Bach

2012 will be whatever you decide.

Kind Regards – Ann Andrews and all other wonderful authors, speakers, trainers, coaches, and contributors
20 Free Resources: Below you will find 20 free e-books and/or templates; if you can’t make a substantial shift in your thinking and your business results by using these resources, then I’ll eat my hat!

The 2012 Success Strategy e-Calendar by Janice Davies

The ‘Assess Your Business Template’ by Roberta Budveitas

Making Money is Killing Your Business by Chuck Blakeman

Lights, Camera, Action by David Holland

200 Start Up Tips by Ilya Kaganovich

Success Rules. OK? by David Holland

The Guide to Getting Client Feedback for your Firm by Kirsten Hodgson

Get More Customers Now! Andrew Baird

Networking for Leaders by Robyn Henderson CSP

The Coach’s Bible by Elias Kanaris

Seven Steps to Successful Environmental Training Programs by Clare Feeney

19 Web Presentation Questions and Common Sense Answers by Wayne Turmel

Why I Love LinkedIn by Robyn Henderson

An Introduction to Social Media for Business by Craig Garner

The Wealth Spectrum Bundle by Raewyn Weller

Spin by Gihan Perera CSP

Project Management Templates by Ron Rosenhead

Persistence (a podcast) by Tom O’Neill

Past Perspectives, Future Change by Odgers Berndston

The Power of Good by Janice Davies