

# Expect More from 2016



With Compliments From  
**Trisha Carter**

## Strategies for Success from Leading Experts in Personal and Professional Development

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# Leadership and Management in The New World of Work with Ian Berry

Old world	New world
Bureaucracy Blame/shame/spin Competition Compromise Corporations Corruption Cultures of control Delivering returns to shareholders Dictatorship/my way is the only way Favouring the few Focus on economics Fixed ways of doing things Goal-based Greed Institutions/old boys clubs Interrupting the masses Jobs/Job security/Jobs for life Managing people Machines Men Partisan Performance appraisals/formality Planet exploitation/destruction Politics Results Self-interest Sticking with the status quo Strategic planning/change management Unsolicited feedback Venture capitalism "Wall street", "Phantom wealth"	Decisive actions in moments of truth Accountability/Appreciation/Authenticity Collaboration Co-promise Co-operatives/networks Cooperation Cultures of candour Delivering value to all stakeholders Difference/finding a way together Enabling everyone to enhance their gifts Focus on solving society's problems Flexibility/adaptability Value-based Gratitude Individuals/equity of opportunity Engaging with niches/tribes Roles/Alliances/Network Intelligence/Alumni Managing systems, processes, procedures Gardens Men and women Bi-partisan Candid & convivial conversations/informality Planet protection/regeneration People Reasons and relationships Enlightened self-interest Changing what's normal Strategy in a sentence/Change leadership Requested "feedforward" and feedback Crowd-sourcing/crowd-funding "Main street", "Real Wealth"

In 2016 Ian Berry will be celebrating 25 years of working with leaders who want to do less, yet achieve better business results, while living a vital and fulfilling personal life.

**Every Monday in 2016** Ian will be presenting a 5 minute digest via video about leading and managing in the new world of work. **Then at the end of each month via live web TV**, he'll present Q&A intensives where topics will be explored in more detail to assist you in tackling business challenges in your own best way.

**These initiatives are complimentary and only for people who register at [www.ianberry.biz](http://www.ianberry.biz)**

# Gihan Perera: The Future of Conferences

Videoconferencing, online meetings, telepresence and other collaboration technology are gaining traction. Does that mean the in-person conference is obsolete?

No – not by a long way! But its role has changed. Some of the benefits of coming together for a conference can be achieved just as effectively in other ways, but that's a good thing because you can focus on the things that make the conference experience special.

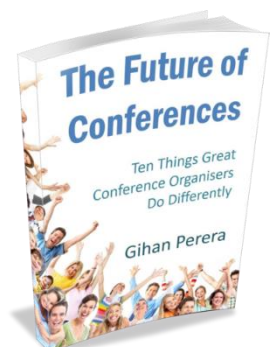
Here are ten trends affecting our professional and personal lives, and how great conference organisers take advantage of them.



- 1** Networking is not enough. Your attendees want to make **strong connections** and build lasting relationships.
- 2** Their thinking starts before they arrive. Help delegates with **better preparation** so they make the most of the conference.
- 3** They are not just attendees sitting silently and listening; they want to be **active participants** in co-creating the conference.
- 4** They don't come to the conference for more information. They want **actionable insights** that make a lasting difference.
- 5** They don't want you to work at keeping them entertained and engaged; they want a conference that **flows** effortlessly.
- 6** Gadgets and gizmos don't impress anymore, unless they are **transformational tools** that enhance their experience.
- 7** They want to take their corridor conversations inside, and actively take part in **in-session collaboration**.
- 8** There are other places where they can learn new skills. They want the conference to **shift thinking** instead.
- 9** A conference isn't a one-off event. It can now be an integrated part of their entire **journey**.
- 10** Online events aren't the enemy of in-person conferences. They can **enhance and extend** the overall experience.

## *Want to know more about the future of conferences?*

Gihan Perera is a futurist, conference speaker, author and consultant who gives business leaders a glimpse into the future - and what you need to do to take advantage of it. You can download his free e-book *The Future of Conferences* at [GihanSpeaks.com](http://GihanSpeaks.com).



# Three Terrific Tips for You in 2016

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## 1. Create a 'To Don't' list

Many of us prepare 'To Do' lists but do you also have a 'To Don't' list?

Jim Collins in his influential and insightful book 'Good to Great' first introduced me to this useful concept. Early in his career a mentor of his said to him, "Instead of leading a disciplined life you lead a busy life."

Jim Collins was shocked. He prided himself on his capacity for work. Yet, on reflection he realised that he wasn't clearly focussed. He needed a list of things not to do.



How much time could you free up for working on your 'To Do's' if you avoided, ignored and refused to spend time on your 'Don't Do' list?

## 2. Talk kindly to yourself

Many managers and self-employed people are most unkind... to themselves. They are continually beating themselves up for the things they haven't achieved in their business and the self-talk day after day is often far too negative.

Take time out each day to reflect on what you have achieved, how far you have come, and on the compliments that people have paid to you and your team.

How can you expect other people to be spreading positive word-of-mouth about you and your business if you don't practice this yourself?

We all know (I hope) that the most effective way to motivate anyone is to catch them doing things right and praise them for it. Similarly, the best way to bring a positive aura around your business is to catch yourself doing things right and praise yourself... every day.

## 3. Don't sweat the small stuff

It was John Kehoe, over 25 years ago who first impressed on me the importance of perspective. He would say to his audience, "Don't sweat the small stuff" to which we would all nod in agreement.

Then he'd pause and say, "It's all small stuff."

One of the joys in my life is that I took this message on fairly well all those years ago. You can too!

Jurek is a storyteller, author and trainer. To subscribe to Jurek's FREE monthly Terrific Tips e-newsletter on understanding and influencing customers go to [www.terrifictrading.com](http://www.terrifictrading.com) and type in your name and email address. Alternatively, email Jurek at [info@terrifictrading.com](mailto:info@terrifictrading.com)

# How to Write the Perfect Listicle

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Today, content marketing is one of the hottest marketing trends. It is the process of communicating with customers without selling.

Writing listicles - articles that are based on tips or lists - is one of the fastest and most effective public relations writing tools to position you as the recognised authority, trusted advisor and go to guru.



**1. Keep it Short** – 600 words or less.

**2. Keep it Visual** - A well composed photograph, great graphics or infographic.

**3. Keep to One Theme**

Control the agenda and the message with laser like focus.

**4. Killer Headline or Title**

80 per cent of your impact will be in the headline. Make sure it has impact.

**5. Use Odd Numbers or Top 10**

This makes it more memorable, sticky or unusual.

**6. Leverage Your Authority Status with Great Content** - Take your unique experiences and ideas as an expert in your field and turn them into at least 10 tips.

Brainstorm 10 different topics you could confidently speak or write about based on your hard won knowledge.

**7. Sharable** - Make sure you share it on social media. I love Instagram, LinkedIn, Twitter, G+, blogging and Facebook.

You could also turn your content into a YouTube video or audio podcast.

**8. Write Friendly** - Avoid waffle and useless, irrelevant information. Focus on practical tips and ideas. Use dot points and numbering. Make your article as easy to read as possible.

**9. Provide solid, practical advice**

Learn from past experiences. Run hypothetical crisis training to road test your systems, messages and people.

**10. Use Concrete Examples**

Nothing builds credibility better than concrete example

Thomas Murrell MBA, CSP is an expert on public relations and public speaking. His latest book *Insider Secrets of International Speaking* has just been published by McGraw Hill International. Get his free eBook and free eZine "Media Motivators", at [www.8mmedia.com](http://www.8mmedia.com)



## Our New-Born Lambs and How Customers Now Buy

Four beautiful lambs were born earlier this week to our two resident sheep.

Our second mum didn't take naturally to feeding her two lambs so Claire has been holding nightly vigils, hand-feeding them in-between the sheep's' attempts at feeding.

I was watching it all unfold this morning after being away on business the last few days, feeling quite worried for the two new born lambs trying to feed from their mum's teats. And mum was having none of it. She kept scampering around her pen shaking off the two lambs.

Claire had the vet round the other night, who reported no issues, but I was worried. I asked Claire *"have you googled the problem to see if there are any answers online?"*

*"No need, I've got plenty of friends who have sheep, one's coming round this lunchtime"*

And that's the whole point about the modern buying process. When customers need an answer, a solution, a product for some kind of issue they're facing...they won't call you up, they'll either google the problem (my preference) or ask someone in their network who might be able to help or advise.

My wife's network is huge; women generally have a much larger grid of friends than men do. Almost 100% of her network is linked together on social media and she uses her iPhone to liaise with them real-time. Sure enough, she's being inundated with help and guidance from the ones who know about sheep.

The lesson here.

Beware that your potential customers will either google or search their network if they come in the market for your product, they won't contact you and find your shiny website.



So make sure you have the answers to help them in multisensory ways on the internet, not advertisements, that's so last century. But information that's useful in their search for answers and when they're ready to contact you, they just might do so.

Secondly, nurture your reputation on social networks so that people refer you. Simple as that.

I'll keep you posted on the plight of the two new borns but I will say, they're the cutest things you can ever lay your eyes on.

★★★★★★



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

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

Sign up to the Weekly Sales Tips and the Weekly Video Sales Tips by clicking here

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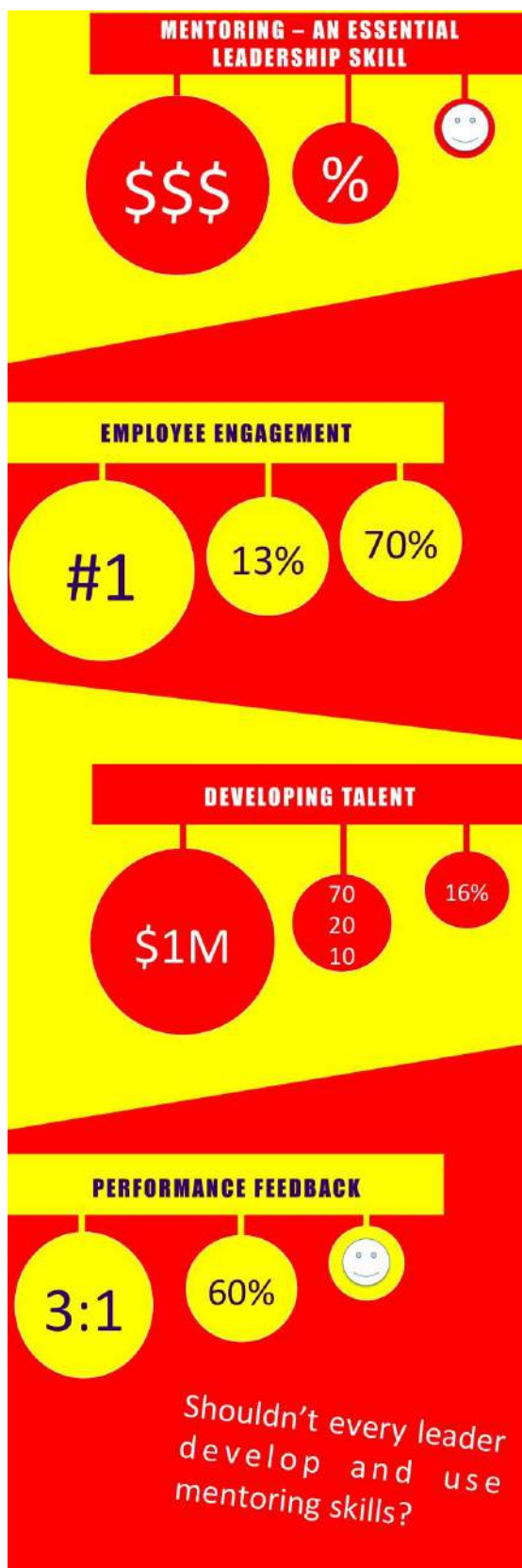
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# Mentoring: An Essential Leadership Skill – Ann Rolfe



Employees thrive when leaders take a genuine interest in each individual, providing honest feedback, opportunities for development and supporting their growth. These are behaviors synonymous with mentoring. Leaders who use mentoring skills are essential to employee engagement, retaining and developing talent, and aligning and supporting employee's goals and performance.

Employee engagement is the single most important strategic challenge for organizations. Disengaged employees may be passively or actively dragging your organization down, holding co-workers back from achieving goals and costing the organization billions. Only 13% of employees are engaged world-wide. Leaders account for at least 70% of the variance in employee engagement scores.

Organizations forfeit over \$1 million per year in untapped potential. The 70/20/10 concept is familiar to HR professionals, but leaders are crucial to the success of on-the-job experiential learning (the 70), much of the social (the 20) and formal or off-the-job training (the 10). Without coaching and mentoring only 16% of participants transfer learning in a way that improves performance.

The difference between people who flourish and those who flounder is a feedback ratio of at least 3:1 that's three times the amount of positive reinforcement to corrective guidance. Yet 60% of workers say they get no praise. Even the most self-motivated people need the positive momentum that comes from acknowledgement if they are to sustain performance. Leaders use mentoring skills when they give constructive feedback and do so often.

So, shouldn't every leader develop and use mentoring skills?

A version of this article was originally published in *Training & Development* magazine December 2015 Vol 42 No 6.

**Mentoring**  
Works

Get your complimentary copy of the e-book ***Mentoring – An Essential Leadership Skill*** here:

<http://eepurl.com/bHvf3D>

Australia's leading mentoring authority, Ann Rolfe has 30 years experience in learning and development.

Contact: [ann@mentoring-works.com](mailto:ann@mentoring-works.com) or phone +61 2 4342 261



# Be An Empowered Leader in 2016, Even If You Are Not The Boss - Maree Harris

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Everyone can be a leader today. You don't have to have a leadership title or role. In fact the leaders of the future are the employees who today act like leaders in every situation in which they find themselves because they want to make a difference. They are the horizontal leaders. They stand out from the crowd and they attract the attention of those with the power to give them the title and the role.

If you ignore the opportunities that horizontal leadership offers, you will be overtaken by those who seize them. Leadership no longer depends on seniority or length of tenure, or maleness or technical expertise. Here's what you can do in 2016 to become the leader of the future in 2017.

## 1. **Manage Up.**

Build positive and collaborative relationships with your senior managers and CEO. Know what makes them tick, what their goals for the organisation are and commit to working with them to achieve them. Go the extra mile with them. Ask for stretch assignments. Shadow them in their work. Make yourself visible. They have enormous power to influence your future.

## 2. **Build Connections and Relationships – Create a Network of Support.**

Your network is your net-worth and creating that network needs to be a priority for anyone who wants to take their career on and up. Surrounding yourself with key people both in and outside your professional or industry sector who have the authority and influence to enhance your career opportunities is a must for aspiring leaders.

## 3. **Get Yourself a Mentor.**

No one gets to the top on their own. Find someone who has been where you want to go and ask them if they will meet with you regularly and help you to get there too.

## 4. **Discover Your Strengths, But Also What Challenges You.**

Work with your strengths to enhance your performance, but make a commitment to address your challenges – maybe with the help of your mentor and/or senior managers. Be prepared to learn, grow, change and transform yourself.

## 5. **Be Conscious of the Personal Brand You Are Building – The Brand Called You.**

Act like a leader. Build your leadership presence. This is about the way you dress and groom yourself, the way you relate with others, the way you manage yourself professionally, the way you speak and act, the impact you make on people and the way you leave them feeling after they have spent time with you. This all makes up your personal brand, your trademark.

## 6. **Be Pro-active.**

You have to be a forward thinking, solution-focused person. You don't get stuck in reacting to what has happened. You are a "Can Do" person, a glass half full, not a glass half empty person. You are an empowering presence in a group, providing energy and enthusiasm. People want to be around you.

This is where you start to transform yourself into the highly sought after employee whom your CEO wants to make the leader of the future in the organisation.

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

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## Advice from my father: Learn new things by Ross Clennett

Dad was always cutting out articles of interest, reading books and attending classes. He loved to learn and I am sure his commitment to ongoing education helped him live as long as he did.

One of the articles he read contained the following list that he transcribed and kept in his daily view:

### What 80 year olds advise 50 year olds need to do so they are ready for retirement:

1. Learn new things
2. Develop lots of interests
3. Find useful ways of connecting with the world
4. Cultivate important family relationships and friendships
5. Take steps to protect your health
6. Throw away the scorecard



I would argue this list, as helpful as it might be to people contemplating retirement, is relevant for any adult who finds themselves busy with life and wondering where the time goes.

Dad was a shining example of learning new things. In fact, sometimes he would become slightly obsessed.

When my cousin, Virginia, married her Brazilian husband, also Tony, Dad became very interested in Brazilian music. When Mary married her English husband, Sam, Dad spent hours learning about the famous English architect, Sir Edwin Lutyens who re-designed Sam's family home, the **Ashwell Bury** and the renowned British horticulturalist and garden designer, Gertrude Jekyll, who designed the twentieth century garden of the Bury.

In Fiji Dad immersed himself in the Fijian culture and, as a result, endeared himself greatly to the local staff at Fiji Inland Revenue, where he worked for two years across 1977 - 78. The Indian food in Fiji inspired Dad to cook curries, and he took pride in grinding his own spices.

Dad taught himself woodwork and made three desks and other household furniture that are still in functional use in the family home.

I have had a lifetime attempting to follow in my father's footsteps. From what I have learned from him, and picked up myself along the way, here are my suggestions to help you learn new things:

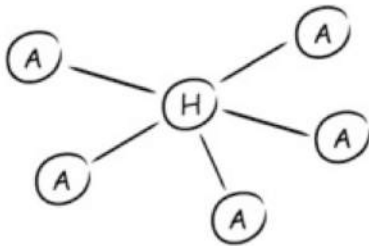
1. **Join your local library.** When the books are free you'll be more inclined to try a left-field subject.
2. **Complement your reading with audiobooks:** The beauty of audio books is that wherever your phone is, your books are; driving, using public transport, waiting in a queue or on a plane. You'll be amazed at how much more you'll gain from a book when you listen to top quality narration.
3. **Learn something that requires a mix of physical and mental challenge:** During my recent holiday to Queenstown I had snowboarding lessons. My triumph was making it down the beginners' slope, twice, without falling. The mental and physical effort required to learn snowboarding greatly exceeds that of skiing (it hurts more because you fall more) and, as a result, I found it an intoxicating mix.
4. **Have a much younger person to teach you something:** Having my 8 year old son teach me various Wii games (so he could beat me, of course) was a great change in the dynamic of our relationship, and it also had me understand more of the world that absorbs his time and interest.
5. **Explore other cultures:** One of the highlights of my trip to Phuket last year was visiting the **Thai Hua Museum** in Old Phuket Town. I loved learning about the pre-mass tourism economy of Phuket (tin mining) and I discovered that there was a fascinating connection with my home state (the first tin mining machinery used on Phuket was originally used in the tin mines of Tasmania's west coast).

Vale, Dad. I love the many things you have given me; foremost among them is the love of learning.

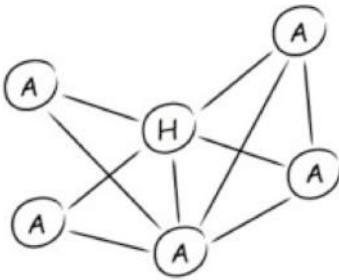
Ross Clennett is a recruitment expert and the author of *"Succeed Quickly or Fail Slowly: A High Performance Framework for Recruiters"*. For a free copy of Ross's book, to subscribe to Ross' free weekly newsletter please visit [www.rossclennett.com](http://www.rossclennett.com)

## Is 2016 the year for Getting Better at Getting Better?

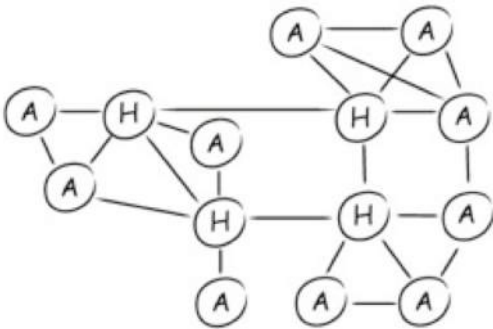
*If doing well is good, and doing better is, well, better, what about getting better at getting better? And what on earth does this mean? Here's an example from our business.*



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



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



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

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

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

### **What are you doing about getting better at getting better?**

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

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

Peter Everett



# That little word “coz” – Tony Fountain

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I doubt if there is a more destructive word in the English language than that of “coz” – an abbreviation itself of the word “because”..

## Why is it so?”.....

That same question, as asked by the late Professor Julius Sumner Miller (and which was his trademark call), of “why is it so?” is really relevant for it is here that invariably the good ship “Dreams and Aspirations” hits the rocks of negativity and founders, most probably never to be re-floated again.

Invariably the fatal word of “coz” is not uttered by the person who is seeking to advance themselves but by those whose advice he or she may have sought and who are invariably losers themselves and most of whom have never had the courage to either back themselves or face the risk of failure head on.

They are the ones who will find all the reasons why your dreams will never work out and I find it specially galling when I hear parents admonish a child and say things like “you’ll never be any good”, “don’t be silly, that’s a stupid idea” etc.

Guess what? After being constantly told that, the flickering light of ambition and self belief is extinguished and the child agrees that the parent was right!

## So what’s the point?

The point is to have the courage to back yourself and whilst I readily agree that there is a line between reality and fantasy in ones aspirations, nonetheless far too many never achieve who could have been possible.

To achieve your dreams:

- **Believe in yourself** - for when the winds of adversity have all but blown out your flickering flame of ambition, it will be your self belief that will carry the day.
- **Dare to dream** – Lawrence of Arabia wrote in his “*Seven Pillars of Wisdom*” that ‘all men dream but not equally for the Dreamers of the Night awaken to find it was merely their vanity. But the Dreamers of the Day are the dangerous ones, for they dream with their eyes open and they make things happen
- **Don’t fear failure** – just as it took Thomas Edison over 800 goes at perfecting the electric light bulb, so too may it take you ages to “light your bulb”. Don’t ever forget that time is the currency of life. Money spent can be re-earned but time cannot and how many go to their graves with many physical assets but a real debit within themselves of what they have done with their lives?

YOU hold the key to your future, no-one else does, so don’t blame them if that word “coz” and which was uttered by them, has de-railed your ambition and life. Remember, you aren’t going to get out of this alive so chase that dream!

Tony Fountain is an internationally recognized public speaker, auctioneer and author with his career in all of the above areas reaching right across Australia and overseas in Indonesia, New Zealand, PNG, the United States of America and the United Kingdom. His website is [www.tonyfountain.com](http://www.tonyfountain.com)

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# 10 Ways to Achieve Results in 2016

By Mike Irving, Founder, Advanced Business Abilities

[www.advancedbusinessabilities.com](http://www.advancedbusinessabilities.com)

Right now it's early December, and top of mind for many people in business is setting goals and targets for 2016. Here's my top 10 ways to get more from 2016/

1. **Let go of your expectations** - expectations lead to disappointments. The words of expectations are 'Have to, Need to, Should, Gotta and Must' - and these words give the perception that you have no choice. That fundamentally opposes who and what you truly are. You are the only one who has the power to choose in your world. Make decisions with clarity of intention, rather than expectations. Expectations keep you from seeing things as they really are, and allow you to be blinded by emotion.
2. **Make breathing to your centre a vital part of every day** - Your breath is the link to handling your emotions, and therefore also your ability to use your intelligence. When emotion goes up, ability to use intelligence goes down. Breath. It makes a big difference.
3. **Set clear objective targets** - objective goals have a clearly defined end action. There will be no question of whether you achieve it or not. The goal to be successful is not objective. It's subjective (my definition of success is different to yours). The goal to get 'more' is not objective. It's subjective. [For more on this, click here.](#)
4. **Develop your ability to communicate** - Communication is the skill that has the biggest influence on your ability to achieve in life and business. Actively engage in the improvement of this skill. [To find out how, click here.](#)
5. **Learn to sell with integrity** - This is a communication skill when done well. It's not about techniques or systems. It's about helping people make a decision. It's part of point number 4.
6. **Delegate Effectively** - It's hard to work to build something on your own. Delegation ensures you are leveraging time and ability. Getting good at this is about communication skills. [Get more on effective delegation here.](#)
7. **Keep your Agreements** - The highest achievers in life have something they do consistently. They set, and keep agreements with themselves and others. Another way of saying it is they keep their word. The stick to their commitments. Do that. It makes a big difference.
8. **Acknowledge yourself** - When you keep an agreement with yourself (or with another) acknowledge yourself for it. Just a quick pat on the back for doing what you said you would do. It's a nice deposit in the self esteem bank account.
9. **Express gratitude for what you have** - every day. At least once. You'll create more of whatever you put your attention on. I'd say you'd like more of what you're grateful for.
10. **Be Willing to experience** - step outside your comfort zone. The walls of your comfort zone are made of your unwillingness to experience's. Choose to be more willing to experience, and you'll expand your comfort zone. [Here's a great post on this.](#)



# The Rise of the Feminine in Business

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There is a shift going on in the world of business and it is momentous.

Business is moving from the old-style Masculine values of competition, dominance, individualism and profit above all – to more Feminine values of synergy, purpose, networks, nurture, collaboration and profit through people.

With this shift significant changes are coming. Women are becoming the dominant force in business.

The ‘glass ceiling’ will not be ‘smashed’..it will simply disappear. Leadership will move from ‘command and control’ to ‘servant or service-based’ leadership – where we put the emphasis on empowering others to act more effectively rather than managers being trained to find fault and discipline – and where businesses offer a higher purpose to their employees than just bonuses and profits.

We will see changes in the workplace too as the idea of being committed only to your career at the expense of family will gradually disappear. The image of the ‘dedicated career professional’ will lose status – being replaced by a more rounded, balanced and yet effective executive where their value is measured not in their business ‘performance’ but in their ability to get things done through their networks, influence and relationships (both professional and personal). As this increases the ridiculous inequity in salaries between men and women will disappear as the value that women provide in the workplace is increasingly recognised, respected and rewarded.

Position and hierarchy will carry less status as more emphasis is placed on our ability to create [‘high trust’](#) and influential relationships and where our technical knowledge or intelligence is viewed simply as a ‘hygiene factor’ – something that is required but does not necessarily differentiate us in the market place or necessarily attracts clients or business opportunities.

The ultimate ‘soft’ skills of mindfulness and even spiritual retreats will become more prevalent within management and professional development programmes and corporate social responsibility (CSR) programmes will become less about PR and more about real substance and making a difference – and become effective incentives to attracting the best talent drawn to businesses with the offer of a ‘higher purpose’ in their work and career.

This ‘evolving’ or ‘evolutionary executive’ will become the norm – committed to both personal and professional development as the ‘macho’ culture of the past is finally buried.

Words like the ‘Sheconomy’ are already being used to define this new shift in business toward the Feminine. In the future leaders and business professionals will be prized for their ability to ‘flex’ their style for ‘getting things done’ between the Masculine *and* the Feminine behaviours and where one is not superior to the other – but complimentary.

If this topic is of interest you see more on the video of The Business Feminine™ [just click here](#)

*Sean Weafer is an international speaker and coach on sales and management communications skills and is working increasingly with women executives, business owners and professionals who want to bring more of the Feminine energies and values into business. He is the author of The High Trust Advisor’ (Amazon.com) and has two new books due in early 2016 ‘Awakening the Feminine’ and ‘Coaching the Feminine’. He can be reached at <mailto:Sean@SeanWeafer.com>*

## Defining Moments by Christopher Golis MA MBA FAIM FAICD

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

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

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

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

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

Practical emotional intelligence: A real tool for real people  
website: [www.emotionalintelligencecourse.com](http://www.emotionalintelligencecourse.com)

## End Procrastination – by Clive Murphy

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Do you ever ...

- ✓ Put off a project, until it becomes an absolute nightmare?
- ✓ Rush to get something important completed the night before it's due?
- ✓ Keep putting things off and feel that you are lazy?



It is easy to procrastinate. To procrastinate is to put things off, to defer, postpone.

The question now becomes: Why would you want to put things off?

Some possible answers are:

- ✓ There are more important things to do.
- ✓ You do not like the task.
- ✓ You find the task boring or irrelevant.
- ✓ Other tasks are more pleasing.
- ✓ You have trouble performing the task.
- ✓ You have too many tasks to complete at the same time.
- ✓ You do not operate well under pressure so you let things go.
- ✓ You think "It will be right – I'll do it later".
- ✓ You are a poor manager of time and time "gets away" from you.
- ✓ Fear. You fear failing, criticism or rejection. You worry what others will think of your performance (or lack of it).
- ✓ You are a perfectionist ... you continually find faults with what you do and are fearful others will too.

When you procrastinate, the need to put things off outweighs the need to do them. Your mind goes to what is easiest and most enjoyable. It also considers what is important - which is why many people leave a task to the last minute.

As an example: Some say "I'm lazy because I procrastinate and nothing gets done."

"What are you doing when you are lazy?"

"I'm watching television."

There is a bigger need to watch TV than to complete the task. TV is more enjoyable because of one or more of the reasons listed above.

Offer them \$100,000 to complete the task and the laziness (and procrastination) will disappear. There is now a huge need to get it completed (because of the benefit gained). This indicates when the benefits are big enough the task will be completed.

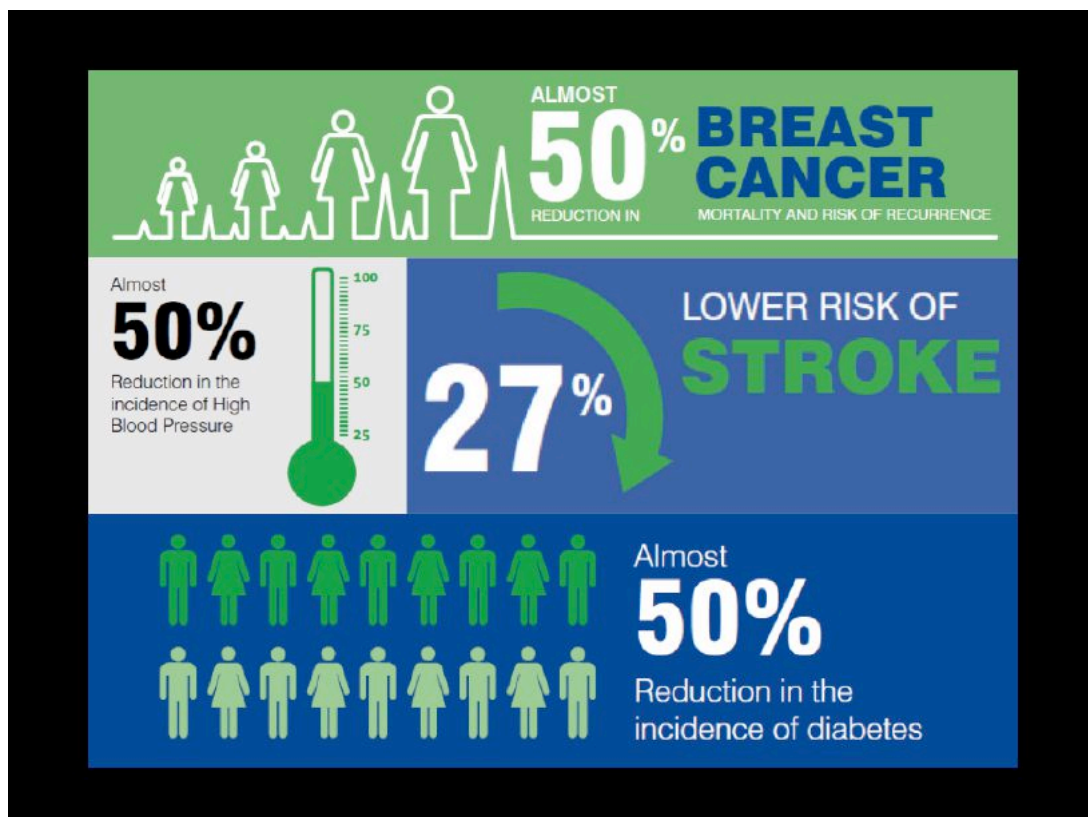
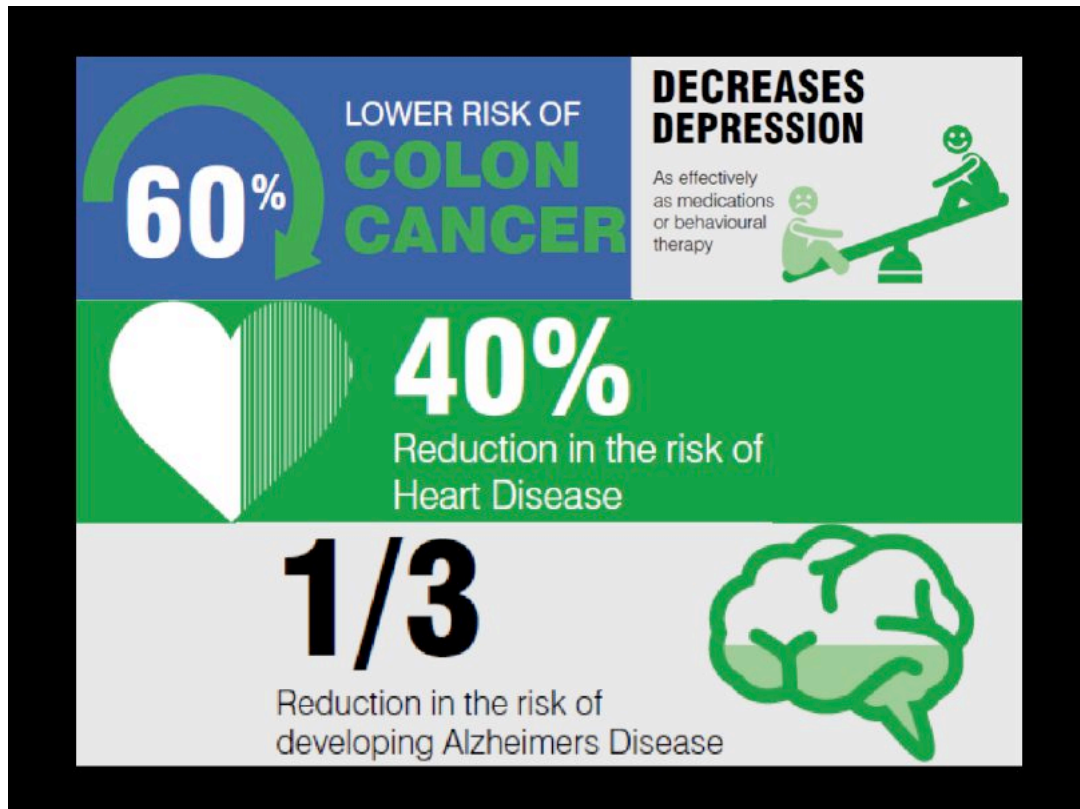
To overcome procrastination, make the task important. Make it relevant and fun. If you deem it to be difficult, do it first. Focus on the benefits of completing the task and make them BIG.

Let's make 2016 the best year ever.

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

[www.clivemurphy.com](http://www.clivemurphy.com)

## EXERCISE – Why it's worth the effort



# Make 2016 full of respectful language -Ann Villiers

During 2015 we learned much about Australia's epidemic of violence against women. A complex range of factors encourage people to see women as secondary and inferior, bolstering the use of demeaning, derogatory, diminishing behaviour and language.

Forget the popular misinterpretation of Mehrabian's research that words are unimportant. Words matter. Words are powerful.



So let's make 2016 a year for building respect.

## Choosing respectful language

We can all use respectful language at home, at work, in the community.

Our language habits are taken for granted. We may think they have no consequences. Yet our culture is reflected in what words are tolerated but left unchallenged.

If your work includes presentations, you have an opportunity to ensure that all your comments reflect and encourage respect for women.

Here are some suggestions for making respectful language choices in 2016.

- Refer to adult women as 'women' not girls, even if your friends and colleagues refer to themselves as girls. Adults are not children.
- Avoid expressions that imply women are stupid, such as 'Even my mother .....'.
- Avoid expressions that imply that women's behaviour is substandard, such as 'You kick like a girl.' Differences don't equate with deficiencies.
- Avoid trying to get a laugh with tacky jokes or comments, such as one I heard on a recent boat cruise during a safety demonstration. The cruise guide (a man) said he'd 'heard the whistle on the life jacket was for girls to attract a sailor'. Not funny. No one laughed.
- Drop references to dubious or unsubstantiated research about gender differences, such as men and women coming from different planets, being wired differently, with women unable to read maps.

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



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**A SIMPLER SYSTEM: 7 Key Strategies To Inspired Leadership**

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

**Self - Key One**

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

**Inventory - Key Two**

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

**Marketplace - Key Three**

Sometimes we get so absorbed in our own business we forget to lift our heads and see what’s happening in our industry. Know the trends so you’re a true leader in your marketplace.

**Plan - Key Four**

Many of us plan our vacations better than we plan our lives. In business the rush to “do” can hamper the second sober thoughts that go along with a solid plan. Learn how to plan so it’s done correctly the first time and eliminate redo.

**Lead - Key Five**

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

**Entrepreneur - Key Six**

Turn your people into entrepreneurs within your company and watch morale, productivity, and profits go up. Engagement happens naturally, if your people feel they truly have a stake in the business.

**Repeat - Key Seven**

Lack of follow-up is one of the primary reasons companies fail to meet bottom-line expectations. By repeating the previous six keys, you will be an inspired leader by continually raising performance levels.



**Register today:** [http://garthroberts.com/Training-SIMPLER\\_SYSTEM\\_7-week\\_Online\\_Course.htm](http://garthroberts.com/Training-SIMPLER_SYSTEM_7-week_Online_Course.htm)

## Get your Attention to Work

Welcome to the Age of Distraction, where life and work are busier and more complex than ever.

Competition's tough, firms need to do more with less, individuals are working longer, and leaders find it hard to inspire their teams and keep them focussed. So we see frustrated and overwhelmed leaders trying to inspire distracted and disengaged staff in corporate cultures full of conflict and discontent.

It is important to develop effective strategies and tactics for managing this increasing complexity, but those alone aren't enough. Our environment is constantly changing, so attempts to control it just don't last.

The only sustainable solution is learning to master the one thing we actually can control - our **power of attention**.

*If you were only to focus on one thing in 2016 this should be the one. It will serve you very well!*

The quality of our work (and all aspects of our lives) is profoundly linked to the quality of attention we give to it. Yet, despite being instructed to "pay attention" over and over during our lives, many of us don't really know how to do that. This is where the practice of mindfulness comes into play.

The benefits of increasing your mindfulness at work include:

- Greater ability to focus on the important work at hand,
- More meaningful conversations with colleagues, prospects and clients,
- Better understanding of customer's underlying needs,
- Meetings that actually get stuff done,
- Lower levels of stress, and
- More enjoyable workplaces.



But if you're not quite ready for a week long silent retreat and you don't speak neuroscience, how do you become more mindful (more in control of your attention) in the midst of your busy, complex life?



Fortunately, it is very simple, and there are a great many resources available to help you get started. Listen to a podcast like the following: [www.mindful.org/the-mindful-practice-podcast-a-beginners-guide-to-meditation](http://www.mindful.org/the-mindful-practice-podcast-a-beginners-guide-to-meditation) , or you could join a course run by the School of Practical Philosophy <http://www.practicalphilosophy.org.au/General/mindful-wisdom-courseoverview.html>.

Or you could contact me if you'd like a presentation, workshop or individual mentoring to help you or your team master the power of attention!

Having practiced meditation for 25 years, alongside a successful corporate career, I've experienced the challenges of overcoming distractions and managing my own attention. I love showing others practical ways of doing so themselves.

Grab my attention if you need a speaker, trainer or mentor at [matt@mattlumsdaine.com](mailto:matt@mattlumsdaine.com).

# Managing cognitive energy

It's 3 o'clock, you've already been sitting in the meeting for over 90 minutes and you're only up to Item 2 on the lengthy agenda. Staying awake, let alone taking anything in is going to be a challenge!

While topping up on extra coffee and grabbing a couple of snacks on the run is fine for short term emergencies, there are some far better long-term brain healthy habits to maintain our mental energy.

## SLEEP RIGHT

Missing even one night's sleep comes with the cognitive cost of poor concentration, reduced learning, increased mistakes and irritability. Worse still getting less than 5 hours sleep is associated with increased false memories - we dream up facts that are mere figments of our imagination. Oops. 7-8 hours of good quality, uninterrupted sleep is ideal.

Nap friendly organisations (Google, Nike, NASA and Ben & Jerry's) know that cognitive fatigue reduces efficiency, productivity and creativity. While sleep pods are cool, a quiet room with a comfy chair or couple of bean bags is enough. 20 minutes is the perfect cognitive refresher to boost alertness and mental energy for another 2-3 hours.

## TAKE A POWER NAP

## MOVE IT!

Your body may be screaming "NO!" but often the best thing to do when we are tired is to do 20-30 minutes of huffy-puffy exercise. Exercise primes the brain for best performance. Adding in extra physical activity also helps counteract the dreaded 'Sitting Disease.' Try standing while on the phone, in a meeting or while working.

Even slight dehydration reduces our attention and thinking skills. When your brain's telling you you need a snack to boost your energy, try drinking a glass of water first. Keeping a glass on your desk to sip while you are at work is a miracle, because the glass often appears to empty itself.

## DRINK MORE WATER

## FUEL UP

Just like our cars, running our brain on empty doesn't take us very far. Taking regular pit stops to refuel on fresh, unprocessed foods provides our energy hungry neurons the essential building blocks to good brain health and function.

Our brain isn't designed for long term focus. Taking a regular 15 minute brain break, far from being time wasting, gives your brain the time it needs to reboot and get ready for the next session of focused activity.

## TAKE A BREAK

Great brain health isn't a nice to have, it's **ESSENTIAL** for higher mental performance.



Dr. Jenny Brockis is the Brain Fitness Doctor. She specialises in brain health and high performance thinking. Her new book **Future Brain: The 12 Keys To Create a High-Performance Brain** (Wiley) is available online and at all good bookstores. To find out more visit [www.drjennybrockis.com](http://www.drjennybrockis.com) [www.drjennyspeaks.com](http://www.drjennyspeaks.com) [www.futurebrain.com.au](http://www.futurebrain.com.au)

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

The Rolling Stones were to perform at the first of seven sold out concerts across Australia and New Zealand when internet and television news flashed with a 'breaking news' story. Countless people were stunned that Mick Jagger's steady girlfriend since 2001 had taken her life due to huge financial debts and chronic bouts of depression.

Quick decisions by Mick Jagger and fellow Rolling Stones band members to postpone their long awaited Down Under tour out of respect to Miss Scott proved to be the right professional, personal and public decision.



As colleagues over five decades, these rockers tightly banded together. Their grief, yet resilience were on display daily before the public and curious media. Putting their much loved Miss Scott's care and memory ahead of concerts, promoters and profits brought The Rolling Stones an understanding attitude from the public and new raving fans.

Five decades after first appearing at London's Oxford Street Marquee Club as a start-up band in 1962, The Stones 'bounced back' from this personal and close knit inner family tragedy. They honoured Miss Scott with amazing concerts and massively attended performances in October and November across Australia and Auckland, New Zealand.

What lessons from The Stones' 53 year journey can help you to build your resiliency bank account? In spite of life circumstances, the economy or family tragedy, how can you be more resilient and thrive in the challenges of 2016?

### 6 Tips to Bounce Back and Move Forward in 2016

**1. Reflect, Renew, Reward:** What did you achieve in 2015 that makes you feel proud? How will you renew your body and recharge your mind for the year ahead? What new goals will you set as targets and then reward you or your family when you achieve them?

**2. Manage Change - Learn to Adapt:** Psychologists agree that change in any of the following areas create stress. Three or more changes at once can lead to depression or anxiety issues if not managed properly.

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

**3. Improve your Professional Skills:** An Australian privately held pest Control Company I have mentored was recently voted number 1 out of over 1,000 industry competitors. The owners are known for improving their skills, upgrading client-servicing methods and helping their team and employees with innovations to remain on top of their crowded field.

**4. Limit Requests of your Time by Community or Social Groups:** The limited resource at our discretion is time. Multiplying 24 hours by 365 days, we each get 8760 golden hours to invest per year; 1% of that is about 88 hours or two 40 hour work weeks. Make wise choices with your most valuable asset. Learn to say '*thank you but no*' when asked of your time by some (yet not all) volunteer, non-profit, community, social groups, relatives.

**5. Balance Health, Family, Friends and Work:** Look at creative and simple ways to move things off your '**To Do**' list. Hire experts to help you and outsource tasks to experts to save you frustration and maximize your time.

**6. Collaborate with Business Colleagues or Friends:** Make a difference in your community or industry through special projects with people you like and trust. Our e-books are one example of how we've had a positive impact by collaborating with colleagues and friends we have known for many years from numerous countries.

If you need a few good ideas to help you get started ... give me a call.

**Rob Salisbury** B. Com., CSP, keynote speaker, sales trainer, facilitator and MC has been engaged over 2150 times by 630 global firms, Universities and Associations in 20 countries.

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## ***Budge your way to success***

It's human nature to tackle a new year with exciting goals and projects. And it's human nature to let life get in the way of doing so. This is partly because habits are entrenched and we need to learn how to make our way in this world by budging so we can break success-limiting habits.

This was the inspiration behind a new book I'll release in 2016 called *Budge: How to move to agile work and flourish in a fast changing world*. The e-book is for high performing professionals, students and entrepreneurs. It's about shifting how we physically move and interact with our environment and, with that, the way we think. The aim is to make the most of our opportunities.



*Budge* will help you take charge and adapt the way you think and move for the better. How? Through two changes—footwork and handwork—that will adapt your life to advantage. *Budge* will provide practical guidance on, and the rationale behind, the reason you need to be more agile in where and how you work. Being smart in today's world demands that you force yourself to adapt. *Budge* is based on scientific principles, so even if you don't believe you need to adapt—or have never thought about it—I recommend you give it a go. You won't be disappointed.

Let's start with **footwork**. Yes, at work. Research shows that we need to 'quit the sit'. We need to adapt from just sitting at work to sitting, standing and walking as we work. We know we sit far too much. We sit for meals. On public transport. At our desks. In meetings. While socialising. It's not good for our health or our mind. So in 2016, take to your feet at work. For every 20 minutes you sit, stand for 8 and step for 2 minutes. Stand on the bus or train. Experiment and push until you adapt. It takes concentration at first but in no time you'll have budged.

Now let's move to **handwork**. We're born right or left handed and that's how we move through life. We use the same hand for most activities. It's not good. Why, you ask? Our brain needs exercise and using your non-preferred hand develops new pathways in our brains. So in 2016, adapt and use your non-preferred hand for as many tasks as possible—using your mouse, peeling vegetables, carrying a cup. Go further and learn to draw or sew with your non-preferred hand. Try as many ways you can to shift your hand habits. Trust me. It's possible and a great way to adapt.

As a practical futurist, I believe that these two simple across-the-life 'budges' are essential. Here are two reasons why you'll be smarter and more successful if you force yourself to adapt:

1. Experiencing change makes you uncomfortable (in a positive way) and more sensitive to what's happening around you. This is valuable for personal and professional performance.
2. Dealing with change causes conflicting emotions like variety and surprise or loss and grief. Research by Professor Olsson (Monash University) reveals we need this to be healthy. Happiness is about integrating and regulating lots of emotions well – it's not a single emotion.

*Budge* will help you embrace the need to adapt your footwork and handwork, even if it seems strange at first. Adopt a no-excuses mindset to change; inspire a sense of curiosity in 2016.

Dr Wendy Elford is a futurist and agile work expert. She works with people who aim to make sense of challenging situations, act wisely and flourish in business and in life. Want to stay in touch as I develop the book? Or receive my newsletter? Simply email me on [wendy@wendyelford.com](mailto:wendy@wendyelford.com) I'll put you on a database and keep you posted once *Budge* is released.





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## LEADERS IN A GLOBAL WORLD - Trisha Carter

In a year that began with a major terrorist attack in January and ended with increasing numbers of horrific events in many cities around the world it could be tempting for us to pull back from the wider world. To gather with those like us, to enjoy the comfort and perceived safety of familiarity.

The reality is, now more than ever; we need the benefits of a team drawn from different areas of the world. We need people comfortable with languages, cultures and religious beliefs other than their own.

We need leaders who can think broadly and creatively to take advantage of the opportunities and develop the solutions the global world needs.

We need leaders who can lead with wisdom, with compassion, with courage.

**We need leaders who value and appreciate diversity,  
instead of just tolerating it.**

Or even worse, leaders who are uncomfortable or afraid of diversity.

I'm not saying it's easy.

Our most natural responses, those ingrained within us, often lead us away from diversity towards uniformity. The bias is unconscious. But the evidence shows that we tend to feel greater trust and empathy toward people who are similar to ourselves, part of the same social circles. We feel greater distrust and reduced empathy toward those who are perceived as dissimilar and members of other social groups.

Sadly the evidence also shows that knowing that research doesn't lead to us changing our behaviours. Awareness is practically useless.

Instead we need concrete strategies and steps to follow. We need strategies that will be successful within the national, organisational and group cultures where we work.

**We need leaders with cultural intelligence who can build  
culturally intelligent teams and develop effective strategies.**

**The good news is we can do it.**

*Trisha Carter is an Organisational Psychologist, intercultural executive coach, and certified Cultural Intelligence Facilitator. Trisha is the co-author of Finding Home Abroad and a leading authority on the topic of Cultural Intelligence – the new tool helping businesses and individuals function effectively in a global environment.*

*To discuss developing culturally intelligent leaders or teams  
email her at [trisha@cicollective.com](mailto:trisha@cicollective.com).*

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