

## LEADERSHIP – COACHING AND MENTORING PACK

April 2019

(Established 2006)

Welcome to this month's edition.

Damian Piper, our Performance coach and consultant, starts this edition with **Beyond SMART**. Following on from last month's theme of feedback, Damian thought he would focus this month's article on some thoughts about working with an individual who is taking forward an objective on your behalf. Good timing Damian, the company I work for [www.dosh.org](http://www.dosh.org) have some significant objectives for their new 'Project 2000' as we move towards supporting 2000 people with a learning disability to have more control and independence with their money.

Next we have a message from Damian "I need your help" "I've got a personal goal to do what I can to support people with performance development. Please subscribe to receive my thought-provoking updates designed to take your performance to the next level:

<https://effectivechallenge.com/blog/> It's at the top my 'to do list' Damian, thanks.

One of my colleagues, Meike Beckford (Dosh's Financial Advocacy Manager) has contributed with: **Giving Voice to Values** "We have been thinking about our values in my organisation Dosh recently, and particularly how we act on them – doing and not just saying, particularly when it's not easy. This comes from my MBA work on ethics and values which led to a project with the Dosh team to check on our shared understanding of our values, think about what makes it easy and difficult to act on them and looking at how we can practice speaking up and acting in line with our values the next time we are challenged." I often think we don't discuss the importance of 'Ethics' and our social responsibility as managers and leaders (for our companies and organisations) enough so I personally recommend Meike's article to you.

New from my blog [www.leadershipintheraw.org](http://www.leadershipintheraw.org) the "gift that keeps on giving" is meant to continually invoke the feelings people get when they receive a present. It implies that any present that gives enjoyment over and over would be better than a gift that only provides that feeling once. Thank you for your kind comments about my posts from the 'Being Bettina's Dad' series and thank you for giving so much Bettina.

<p>This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also live on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!</p>
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**It's not about how good you are,**

**It's how Good You want to be**



### **Beyond SMART.**

Following on from last month's theme of feedback, I thought I'd focus this month's article on some thoughts about working with an individual who is taking forward an objective on your behalf. To help this, many organisations use acronyms to structure an objective - SMART is a common one. I'd encourage getting beyond the words of the objectives and consider the relationship between objective setter and the person delivering the objective. More specifically, some things to consider when it comes to creating a delivery environment that is set up for success. Here are three to get you started:

#### **What is the right balance of challenge and support?**

When asking an individual to take on an objective a proactive discussion about their experience and approach can save lots of challenges further down the track. As the leader using judgement about how much to challenge or support someone is a key thing to explore. If either one of these elements are wrong then the person will not make the most of their potential. Openly discussing what challenge and support might look like in the specific situation and how you'll assess that balance in the future is a good place to start.

#### **What role an individual has to play?**

People like to know where they stand. We are wired that way. The brain will naturally want to manage ambiguity and search for clarity. It does this as part of its threat management approach. That approach was developed for very different times when people's lives were under threat from a range of predators. Whilst a poorly framed objective is unlikely to put people's lives at risk the brain isn't great at making that distinction. Of course, there are environments where a poorly understood objective will put lives at risk - the military being one good example. I'm making a distinction here between the ambiguity of how an objective might be achieved and what an individual's role is; this equally applies to the objective setter and person delivering. Providing good two-way delivery context can help settle the brain down and enable it to become objective in its outlook. This will help both parties to understand what's expected of each other. It also invites the discussion if those expectations are reasonable and what adjustments might be useful to improve the chances of success.

## What an effective way of working looks like?

Discussing and agreeing on the way of working for a particular objective is also worth the investment. Some people I work with have a standard approach to help facilitate this type of conversation. This isn't about micromanaging. Far from it. It's about setting up a delivery environment which caters for the needs of both parties. Often this leads to greater autonomy and freedom to get on with delivery. Here are a few examples of topics to consider: the frequency of updates, the method of updates, the aiming point from one update to the next, approach to handling setbacks, the feedback mechanism, use of third-party resources and budget and finally the things which as objective setter you definitely want to be consulted on.

For many organisations, the start of a new financial year means setting and cascading of objectives. To increase the chance of success this needs to involve much more than the words of the objective itself. Allowing time for setting the delivery environment up in the right way is well worth the investment. It dramatically improves the chance of success. It might just make the subsequent feedback session at the end of the appraisal year that much more straightforward too.

Damian Piper

Performance coach and consultant

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

Stay connected with my latest Blog posts:

<http://effectivechallenge.com/stay-connected-with-latest-thinking/>

You don't need to see the whole staircase just take the first step.

Martin Luther King

## **Giving Voice to Values**

We have been thinking about our values in my organisation Dosh recently, and particularly how we act on them – doing and not just saying, particular when it's not easy. This comes from my MBA work on ethics and values which led to a project with the Dosh team to check on our shared understanding of our values, think about what makes it easy and difficult to act on them and looking at how we can practice speaking up and acting in line with our values the next time we are challenged.

This is something we all deal with both professionally and personally, whether it is being asked to bypass standard checks and processes to rush something urgent through, or brush something under the carpet that doesn't look so good. Equally, we have opportunities to do something to strengthen our values through new projects and everyday work, particularly in leadership roles.

Every day, we have to make judgements – we exercise practical wisdom. This means 'wanting to do the right thing and figuring out the right way to do the right thing in a particular circumstance, with a particular person, at a particular time' (Barry Schwartz1). This idea comes from Aristotle and has been developed by many academics, management writers and others since. It says:

- We need both emotion and logic/reason to make good decisions
- We can't have a rule or process for everything – we all need to exercise judgement and having too many rules can 'deskill' us and block people's ability to think about ethical and moral considerations
- We can practice and build this moral skill and we learn from experience
- We each need to take personal responsibility for the ethical decisions we make
- Some decisions are not clear, but sometimes we do know what we should do and the difficulty is actually doing it

There is some serious background to this, in studies that have looked at how some of the worst atrocities committed across the world were passively or actively accepted and allowed by many people who didn't speak up. More recently, Mary Gentile has picked up this idea and asked what made the minority speak up and what can we learn to help us all build this skill?

She has created the concept of Giving Voice to Values (see this video and her website and book<sup>2</sup> for much more on this), which we adopted to help us think about our own approaches. Here are the steps we followed to help us explore the topic within Dosh:

### **1) What are our values?**

There's no point in giving voice to something if you don't know what that is, so we started by reviewing what we thought our organisational and personal values were, what the common ground was and how we wanted to act as an organisation.

For Dosh these centred on being person centred, putting people in control of their money and enabling them to achieve their goals

### **2) Reflecting on past experiences, enablers and disablers**

We each looked at past experiences where we had and hadn't acted on our values and thought in each case about what had helped us to, or blocked us from, speaking up. We gathered these together as our enablers and disablers. There were some similarities, but these are also personal to each individual, so it needed some personal reflection on what worked for each of us.

For example, for me an enabler is having a strong values-based, supportive culture around me, whereas a disabler is being rushed and put under pressure to make a decision immediately.

### **3) Practicing our response**

Knowing what enables us to respond the way we want, we then discussed current situations we are facing and what arguments and responses we are likely to hear from others against acting in line with our values. This might be that we don't have time to do things properly or that we should be loyal to our team (and therefore not expose our mistakes). We can then use our knowledge of our enablers to create the right situation and approach and practice or 'pre-script' our responses: 'when they say X, I will say Y' and I will speak to them about it in this situation/environment. This is not

about taking away people's judgement or having a set response for everything, but helping people to be confident in saying what they want to say.

We discussed responses like 'I understand this is urgent and I also need to make sure we keep X safe, so this is what we can do to move this forward...'

This is all about building up everyone's skills in acting on our values, as we recognise that we each make decisions in our everyday work that can strengthen or undermine our values and ultimately shape our long-term culture and direction as an organisation. It is not down to one manager to make all the decisions or set out enough processes to cover every eventuality, but upskilling and building confidence so that everyone can drive forward, voice and live their and the organisation's values now and in the future.

In case the hyperlinks don't copy, they are:

Video: <https://www.youtube.com/watch?v=U9t4KQYcO6M>

Book: <http://www.givingvoicetovaluesthebook.com/>

1 Barry Schwartz (2011) Practical wisdom and organizations. Research in Organizational Behaviour, 31, 3-23.

2 Mary C Gentile (2010) Giving voice to values: how to speak your mind when you know what's right. New Haven [Conn.]: Yale University Press.

Source: Meike Beckford, Dosh Financial Advocacy Manager ([www.dosh.org](http://www.dosh.org))

"Excellent firms don't believe in excellence-only in constant improvement & constant change"

Tom Peters

### THE BIG THREE

You can lead a horse to water but you can't make it drink. And while you can hire people with amazing talent and ability, you can't be sure they will use it to further your cause. Unless you recognise them regularly. The big three: ability, motivation and attitude. An employee has to have them all to reach company goals. Don't drop the ball: recognise.

From 'A Carrot a Day' by Adam Gostick and Chester Elton, published by John Wiley & Sons

It's no bad thing to celebrate a simple life

JRR Tolkien

### **Betting Bettina's Dad – The gift that keeps giving**



We are coming to the end of our coffees and, in Bettina's case, hot chocolate. It is a Sunday morning and you can always find us in a café before the weekly shop. Joyce (my wife) is giving me serious eye contact and I am returning the same level of eye contact.

It feels like a face off, of the most serious kind, that you would see at the end of a Clint Eastwood spaghetti western! At some point one of us will make the first move to link up with Bettina as we return to our car. Bettina stands up to leave and before Joyce or I can move, Jennifer, her big sister (and hero) glides in, and they walk out the door together both laughing at our reaction.

We don't mind admitting that we compete for Bettina's attention and affection. Since the moment she came into our lives, Bettina is the gift that keeps giving.

Bettina is an amazing woman who brings joy to everyone she meets. Spend a few moments with her and you will never forget the experience. Yes, she really is that awesome. To use a much used cliché she has 'been on a journey' from childhood: unravelling carpets, stripping wall paper from my parents' bedroom (after they had just wall papered!) to not being able to use verbal communication until she was 11 years old to someone who now shares her love unconditionally, has a wonderful sense of humour, can read and write and is able to communicate her needs (most of the time).

**So why is Bettina the gift that keeps giving?**

***Bettina took her parents down a different path:***

- Joyce set up a support group which morphed into a Carers Centre for children with disabilities and their carers, including a young carer's project, for over 12 years.
- I retired from my first career in the Army and started a new career supporting people with a learning disability 23 years ago.

- We didn't move to another part of the country because everything Bettina needed was right here.

***Bettina guides and influences my work:***

- Bettina is my bench mark and a reference point for supporting people. Would I accept that kind of support for Bettina? No? Then why would I accept it for other people with a learning disability?
- The things I learned as a carer for Bettina I used when I first started supporting people with a learning disability and I still use those communication techniques and systems. Bettina is a good teacher.

***Bettina brings discipline to our lives:***

- You need to keep your emotions in check when Bettina is in your presence as she is super sensitive to any change in tone or body language. Bettina does not cope well with raised voices and you should always wear a smile.
- Bettina is a role model for discipline – she does things she needs to do even though you know she doesn't feel like doing them.
- Bettina does not have a sense of time when it comes to her parent's age. Joyce and I truly believe that Bettina believes her parents will not age or change. In her eyes her parents should be super fit and young. (so I will keep running up hills and Joyce will continue to swim "like a machine")
- From the outset, supporting Bettina on a 24/7 basis has meant that as a family we have needed to work as a tight team in order to be effective and successful. Each of us has an individual role which comes with assumed responsibilities. You should see us all move into action when Joyce gives us the "5 minute warning" (to be ready to leave our house). We are a well-oiled machine.

***Bettina improves the quality of my life every day:***

- Bettina has a calming influence on me – I first understood what mindfulness was about while spending time with her on an Essex beach one Saturday morning <https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/> I observe Bettina, how she is at one and in tune with nature and then I try to be the same as.
- After a long journey home and a tiring day, it is easy to get things out of perspective, so the first thing I do when I get home is to go upstairs and knock on Bettina's door: "Hello Dad come in" and she then tells me about how many books she has read, what she has done that day, what she has eaten and who she has met before I have had an opportunity to ask. All of sudden my world is balanced again and I feel a sense of happiness.
- I understand more and more each day what is important in life and so I let the rest go <https://leadershipintheraw.org/2019/02/07/do-what-is-important-and-let-the-rest-go/> if it wasn't for Bettina I think I could easily allow work to consume me. Bettina depends on her family. So at 6pm (if I am not working away that day) I stop and sit down with her to watch YouTube videos - I am not sure who gets the most out of our time together!

I don't think there has been a day in our lives since Bettina was born when Joyce and I have not said how lucky we are having Bettina as our daughter. (By the way we feel the same about Jennifer too – I could write a whole book about her kindness but she is too modest and humble to let me).

It's the weekend tomorrow and we will be once again having coffee together. All week I have been in secret training, ready to move before Joyce and Jennifer, and link up with Bettina the moment she finishes her hot chocolate. I will let you know how I get on!

The "gift that keeps on giving" is meant to continually invoke the feelings people get when they receive a present. It implies that any present that gives enjoyment over and over, would be better than a gift that only provides that feeling once, thank you for giving so much Bettina.

*"We've got this gift of love, but love is like a precious plant. You can't just accept it and leave it in the cupboard or just think it's going to get on by itself. You've got to keep watering it. You've got to really look after it and nurture it." John Lennon*

Source: Steve Raw from the 'Bettina's Dad' series in [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

### **How to stop procrastinating**

- Embrace the one-minute rule: if anything takes less than a minute, do it now. This goes for non-work-related tasks too, like responding to easy, direct texts when you read them, or tidying your desk. Warming up with such tasks takes them off your to-do list and makes you feel productive.
- Set tangible rewards for when you finish a task. Try to have one substantial reward per day – whatever you're craving, be it an episode of a TV show or a sweet treat.
- Being in a place where others are working – a library, café or co-working space – can push you to focus. Sometimes moving to a different space can help signal to yourself that it's time to get to work.
- Set a timer for work time and breaks. This can make your schedule seem more rigid, encouraging you to stick to it.
- If you still need help, apps like Todist or Any.do help keep track of time and tasks while web blockers like SelfControl or Freedom limit time spent on certain sites.

Source: Cosmopolitan (taken from my 'THE WEEK' or as Joyce's describes it 'Steve's comic')

*"Improvement usually means doing something that we have never done before"*

Shigeo Shingo

### **The Brain – Gut Connection**

When we say we knew something in our gut, we're not just talking metaphorically.

Husband and wife microbiologists Justin and Erica Sonnenburg, Ph.Ds. run Stanford University's Sonnenburg Lab, which studies intestinal microbiota, and are the co authors of *The Good Gut*:



*Taking Control of your Wight, Your Mood, and Your Long-Term Health.* As they explain, our brain and gut are connected by a vast network of neurons, chemicals and hormones. When we walk into our partner's or boss's office to discuss the latest sales figures, take one look at their gloomy expression and feel a tightening in our intestines, that's evidence of the brain-gut axis in action.

Current research shows the axis works two ways, with the bacteria in our gut actually sending signals to the brain that affect mood and our worldview.

Besides being a strong argument to eat more probiotic-rich food like yogurt, kimchi and sauerkraut, this research suggests those gut feelings are smarter than we might suspect – Shelley Levitt

## 6 QUESTIONS TO ASK YOURSELF

### KNOW WHEN TO TRUST YOUR INSTINCT

1. Am I really paying attention to what my gut is telling me about a decision, or am I rushing to judgment to stop feeling anxious?
2. Am I listening to my gut because I'm feeling lazy about supporting my feelings with facts, or do I really feel I know enough to make a call?
3. If I sit with this gut feeling for a few minutes and allow my head to kick in, will I allow my gut feelings to change?
4. Is my gut telling me what I believe to be true based on what I either know or can find out, or am I paying more attention to the truths of others?
5. Do I know enough about the decision to be able to defend it beyond saying "Trust me" If challenged by others?
6. Is the information I am collecting to test my gut reaction causing my gut to become calm or is it giving it a flat or troubled feeling?

Source: Shelley Levitt from USA's Success Magazine

Know your worth then add tax
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### CRASH COURSE – WORK PAST 60

There was a time when you expected to retire early, but now it looks as if you are going to be working into your late 60s. So how are you going to keep on top of your game and avoid being put out to grass?

**Keep fit.** Your job may not involve hauling bricks, but being physically fit pays dividends: it can help you avoid health problems, keep a psychological edge, stay alert and give you more energy, as well as influence how people think of you. 'Management can be pretty sedentary and you need to make a positive effort to keep yourself in shape,' says Cary Cooper, professor of organisational psychology at Lancaster University Management School.

**Never stop learning.** Organisations have a tendency to give up on training people beyond their fifth decade (this is not the case in my experience in [www.thera.co.uk](http://www.thera.co.uk) ) says Chris Brooks, policy adviser at Age UK 'Identify the skills you need now and in the future, and make it clear that you expect to continue your personal development.' Cognitive stimulation helps keep you mentally agile, says Cooper. 'Go to conferences, meet people and show others that you are in learning mode and haven't given up.'

**Present yourself.** Out-of-date clothes and grooming send people a message that you are out of touch. 'Invest in a haircut and smart clothes, and above all take care that you don't look dowdy,' says Peter Shaw, executive coach at Praesta Partners.

**Show some attitude.** Make sure your demeanour is positive and be open to innovation. Take the initiative and show others you are still a force to be reckoned with, says Shaw. 'Offer to chair that meeting, take responsibility for a project, offer to do things,' he says. "The moment you are on the back foot you're dead.'

**Play to your strengths.** You may struggle to compete with the young turks on every front, but you have knowledge and experience that are of great value to your organisation. 'Mentoring employees can be key to retaining talent, and will earn you credibility,' says Cooper.

**Think flexible.** See if you can negotiate more flexible hours and even work some of the time at home. 'Pace yourself,' says Cooper 'Prioritise what matters and don't consistently work long hours.'

**Tweet.** Technology is moving fast and it's essential to stay up to date with developments such as social media, even if you're aware of their limitations.

**Know your rights.** Perception and performance are most important in protecting your employability, but know your legal position. 'Under the Age Discrimination Act, employers can't treat you differently because of your age, for example, denying you training.' Says Brooks. You can't be made redundant because of age, so it's important you put up a good case on other criteria.

Source Alexander Garrett in MT Management Today

These mountains that you are carrying, you were only supposed to climb

Najwa Zebian

## **7 Reflective Questions That Lead to Better Habits**

April 10, 2019/Jacklyn Janeksela

Admitting that we have not pursued happiness or the best versions of ourselves hurts. To escape this reality, we convince ourselves that everything is OK. We accept a fabled sense of happiness, which often ignores or diminishes wellness. And we fall victim to old habits as coping mechanisms. Old habits prevent us from committing to change and stifle growth.

When we realize the life we have isn't the one we had envisioned, what do we do? Or better yet, what should we do?

First, we must start by evaluating old thought patterns and habits, and then continue the journey by asking hard questions. Questions address core issues and guide us. That help tackle old habits while opening space for new ones to blossom.

Consider a few suggestions to help you rekindle a relationship with yourself, your own version of happiness and a life full of significance:

### **1. Can I take small steps today that lead to a better tomorrow?**

To avoid jumping in over your head, start small. Small manageable, meaningful actions affect change. Build habits that come from small changes over a long period of time. The key to success here is consistency. Show up for yourself today and these new habits will lead to larger changes later on. Daily changes reinforce positive attitudes and energies. Don't go this step alone. Ask your loved ones to join you and make accountability partners. Let your momentum provoke others into creating better habits.

### **2. What value do I want to bring to my life?**

Which areas of your life do you wish to highlight? Does your mission deal with self or with others? Can you describe the value in five words? Not sure where to start, then consider what you were drawn to as a child and see if that doesn't feel like value you'd like to pursue or share with the world. Touch base with what matters to you most to foster a fresh relationship with your best self. If you notice that some habits no longer support your life's purpose, you've got to let them go. The value you desire cannot have conflict with your actions; otherwise you'll get nowhere fast.

### **3. Where do I struggle with time, energy and excuses?**

It's easier to give excuses than to take the appropriate steps toward better habits. However, knowing more about these excuses will help pinpoint triggers. There's a science to breaking bad habits. If you struggle with time, where could you remove a habit that no longer serves you to make room for a habit that supports growth? If you struggle with energy, consider where you spend your energy on insignificant details that prevent you from gathering energy toward positive goals. Make time and energy work for and not against you. Old habits become crutches, and along the way, we've convinced ourselves that the bone will never mend, the wound will never heal. The truth is most excuses are directly linked to fear.

### **4. What am I afraid of?**

We often get attached to bad habits because we're not ready for change, a new life or a new self. Victimhood, although painful, is a safe place because it's comfortable and familiar. In order to break ties with old habits and make room for positive ones, a few things must happen. You must be willing to be vulnerable and honest, which involves telling truths that are uncomfortable. You must be willing to be compassionate with yourself and avoid judgement so that better habits can grow. Each time a fear surfaces, sit with it and ask how you can turn the negative into a positive.

### **5. Who can be a source of inspiration, an expander, a supporter?**

Surround yourself with positive people doing positive things and you'll organically follow suit. Having a community is a key ingredient to successful change. Don't be afraid to go forward, push into those

growth edges by asking people for help. The people around us are reflections of who you wish to become and sometimes who we don't want to become. By immersing yourself in a healthy community, without realizing, you'll find yourself mimicking it in powerful ways. The power of human connection should not be underestimated here. And that goes for using other people's ideas as springboards toward better habits.

## **6. Do I love myself?**

For those of us who are already on a quest for self-love, this question is tough to ask and answer. But loving yourself matters a lot. Loving self means seeking habits that build a better version of us. Self-love is both the pursuit of happiness and the willingness to be selfish. Loving yourself also means giving back to others to diminish ego. Better habits can start by helping others lead better lives, too.

## **7. What would my younger self say about me today?**

Your younger self should be proud of who you are today. What habits do you engage in that don't bring a sense of joy to your younger version of self? The goal is to be a light unto your own path. Inspire yourself, be a hero, be the person your younger self would admire. When you tap into those feelings, many old habits become easier to eliminate while others simply fade away.

Source: <https://www.success.com/7-questions-that-lead-to-better-habits/?mpweb=574-7773360-742481119>

### **This month's top picks from Ted:**

Each month I trawl Ted.com and YouTube for presentations I think you will find inspirational. I found these four I think you may like.

#### **The Myth of Difficult People | Karen Gordon | TEDxUTAustin**

<https://www.youtube.com/watch?v=NtMp76RTahY>

Have you ever wanted to avoid someone because they were just too difficult to deal with? On what grounds do we reject or dismiss those people we work with at work or community? Social Entrepreneur Karen Gordon will elaborate on why there is no such thing as a "difficult" person, and how you can establish develop better relationships with others for long-term organizational success.

#### **What do all great leaders have in common | Matt Beeton | TEDxOxbridge**

<https://www.youtube.com/watch?v=KgmKNKM0i1g>

Matt has been in leadership positions for the last 20 years and has been conducting research in to the 'common denominator' of great leaders over the past two years. Matt will share insight into a few of those most common denominators and use these findings to offer advice to the next generation of leaders. Leadership is there within us all, we just need to know how to harness it.

#### **Great leadership starts with self-leadership | Lars Sudmann | TEDxUCLouvain**

<https://www.youtube.com/watch?v=vlpKyLkIDDY>

At TEDxUtopia, the question was asked: What would leadership in Utopia look like? To start with, imagine the best leader you have ever worked with. How did he or she get to become this type of leader? Leadership lecturer and former corporate executive Lars Sudmann argues that it's likely that they learned to overcome the "leadership formula of doom" and then developed themselves as a leader. In this funny and invigorating talk Lars walks us through the personal journeys of great

**Stop Trying to Motivate Your Employees** | Kerry Goyette | TEDxCosmoPark

<https://www.youtube.com/watch?v=7lhVUedc1a4>

It's a misconception that you can motivate your employees. They're already motivated. The key is to unleash their motivation. The Founder of Aperio Consulting Group, Kerry Goyette takes a deeper dive into motivation, how to leverage it, and the counterproductive motivations that may be holding us back from success.

The right to do something does not mean that doing it is right."

William Safire

#### **4 Straightforward Steps to Success**

by Jim Rohn | Feb 15, 2017

I've said it before, that success is the study of the obvious—but sometimes we need someone to remind us and show us the simplest way to get there.

Here are four simple steps to find your way to more success than you could ever imagine:

##### **1. Collect good ideas.**

My mentor taught me to keep a journal when I was 25 years old. It's the best collecting place for all of the ideas and information that comes your way. And that inspiration will be passed on to my children and my grandchildren.

If you hear a good health idea, capture it, write it down. Then on a cold wintry evening or a balmy summer night, go back through your journal. Dive back into the ideas that changed your life, the ideas that saved your marriage, the ideas that bailed you out of hard times, the ideas that helped you become successful. That's valuable, going back over the pages of ideas you gathered over the years, reminiscing, reminding yourself. So be a collector of good ideas, of experiences, for your business, for your relationships, for your future.

It is challenging to be a student of your own life, your own future, your own destiny. Don't trust your memory. When you listen to something valuable, write it down. When you come across something important, write it down. Take the time to keep notes and to keep a journal.

##### **2. Have good plans.**

Building a life, building anything, is like building a house; you need to have a plan. What if you just started laying bricks and somebody asks, "What are you building?" You put down the brick you're holding and say, "I have no idea."

So, here's the question: When should you start building the house? Answer: As soon as you have it finished. It's simple time management.

Don't start the day until it is pretty well finished—at least the outline of it. Leave some room to improvise, leave some room for extra strategies, but finish it before you start it. Don't start the week until you have it finished. Lay it out, structure it, put it to work. The same goes for the month ahead—don't start it until you have a plan in place.

And, the big one, don't start the year until it is finished on paper. It's not a bad idea, toward the end of the year, to sit down with your family for the personal plans, to sit down in your business for the professional plans, to sit down with your financial advisor to map out money plans. Plan out your calendar, your game plan, for all of life's moving parts.

The reason why most people face the future with apprehension instead of anticipation is because they don't have it well designed.

### **3. Give yourself time.**

It takes time to build a career. It takes time to make changes. It takes time to learn, grow, change, develop and produce. It takes time to refine philosophy and activity. So give yourself time to learn, time to start some momentum, time to finally achieve.

I remember when Mama was teaching me a little bit about the piano. "Here is the left hand scale," she said. I got that; it was easy. "Here is the right hand scale." I got that, too. Then she said, "Now we are going to play both hands at the same time." "Well, how can you do that?" I asked. Because one at a time was easy... but two the same time? But I got to where I could play the scales with both hands. "Now we are going to read the music and play with both hands," she said. You can't do all that, I thought. But you know, sure enough I looked at the music, looked at each hand, a little confused at first, but finally I grasped it. Then I remember the day when Mama said, "Now we are going to watch the audience, read the music and play with both hands. Now that is going too far! I thought. How could one person possibly do all that? By giving myself time to master one skill before we went to the next, I got to where I could watch the audience, read the music and play with both hands.

Life is not just the passing of time. Life is the collection of experiences and their intensity.

### **4. Change yourself.**

Learn to solve problems—business problems, family problems, financial problems, emotional problems. The best way to treat a challenge? As an opportunity to grow. Change if you have to, modify if you must, discard an old philosophy that wasn't working well for a new one.

The best phrase my mentor ever gave me: "Mr. Rohn, if you will change, everything will change for you." I took that to heart, and sure enough, the more I improved, the more everything improved for me.

You cannot change your destination overnight, but you can change your direction overnight.

Source: <https://www.jimrohn.com/steps-to-success/>

### **Ten steps to getting someone to make the decision you want.**

1. Be absolutely clear on your point. Many people try to influence on too many things and lose focus
2. There are three ways to influence: delivery of fact, persuasion by showing benefits, then true influencing which involves honesty and negotiation.
3. Start with basic delivery of fact if it's more comfortable.
4. True influencing involves helping decision-making, so both sides win. People don't like to be persuaded; they feel they've given in.
5. Empathy is Vital. Ask open questions, listen, try to truly understand the person. You need to know what makes the person tick, so engage.
6. Remember the benefits, not the features. Link appropriate benefits to inspire them.
7. Confidence makes decisions easier: Believe in yourself, your proposal and build their confidence in you and in their decision.
8. Make it the easiest decision they've ever made. Complication puts people off.
9. When communicating any point, 3 and 5 are magic numbers. Any more and people go cross-eyed.
10. Don't give a single option, they'll have to choose yes or no. Give them three options – human behaviour dictates they'll take the comfy middle one, not the cheap and risky one or the posh and expensive one.

Source: Catherine Adam, management consultant the Chemistry Group

### **Things that often work better than a tablet or pill**

from Dr Amir Khan GP:

- ✓ The great outdoors
- ✓ A healthy diet
- ✓ Keeping active
- ✓ Having a laugh with friends
- ✓ Spending time with nature
- ✓ Feeling loved
- ✓ Talking to people

'Our chief want is someone who will inspire us to be what we know we could be'

Ralph Waldo Emerson