

LEADERSHIP – COACHING AND MENTORING PACK

August 2019

(Established 2006)

Welcome to this month's edition.

Damian Piper, our resident Performance coach and consultant, starts this edition with 'Time to get serious about time' I am always looking for a different or new take on Time Management and, as ever, Damian doesn't disappoint, with some original ideas which I will ponder on this month as I endeavour to improve my time management skills. Have you checked out Damian's podcasts yet? They are available at www.effectivechallenge.com/podcasts or on all the major podcast platforms.

Recently I was trying to decide which would be the subject of my next blog post. Would it be a 'Being Bettina's Dad post 'One of Us, One of Us' or my take on supporting and managing a talent management pipeline? Then I received a message from a former colleague, who is part of our leadership network, asking if I could come up with some tips for his friend in another sector who has just taken on a supervisory leader position for a team. So here are my '20 Top Tips - For New Leaders'

I've enjoyed taking in each of my four Ted.com presentations this month. One presentation in particular has made me consider reformatting some of my next interview questions, so we are not just looking for IQ or EQ we will also consider AQ! When venture investor Natalie Fratto is determining which start-up founder to support, she doesn't just look for intelligence or charisma; she looks for adaptability. In this insightful talk, Natalie shares three ways to measure your "adaptability quotient" -- and shows why your ability to respond to change really matters.

This month I presented a number of staff awards to former team members (Sue, Boni and Maddy) in www.dosh.org the citation on their award is for "Distinguished service to Dosh and creating an enduring and positive legacy" Jim Rohn piece in this month's edition sets out the principles we must commit to in order to leave the legacy we desire in "This Is How You Leave a Legacy".

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!

Steve

Steve Raw FinstLM, FCMI, GCGI

Email: steve.raw@dosh.org

Blog: www.leadershipintheraw.org

It's not about how good you are,

It's how Good You want to be

Time to get serious about time

I was recently approached for some support with time management. Those of you who have attended one of my resilience workshops will have no doubt heard me say that I'm not sure time management is actually possible. It's more about the choices we make for how we use our time. We all get the same 168 hours per week - managed or not. Here are three questions that could help if you are currently challenged with how you use your time.

- Have you got clarity over what's important for you? Many people seem to think that this is obvious and therefore don't put enough deliberate effort into determining the short, medium and longer-term clarity required to support decision making about how we spend our time - particularly in the moment.
- Are you managing the flow of 'stuff' you allow into your world? It's common when I'm working with people on their productivity that when we create a full inventory of all commitments that they can feel overwhelmed. Often a sense of resentment creeps in. And in some cases anger. Saying yes, without understanding knowing what you're already committed to is easy. Rather like spending money without ever checking on your bank account. Being able to say no to something new is something many people find hard. Knowing what you have already said yes to will make managing the flow of 'stuff' easier. This is a behaviour/skill that requires practice and many find their confidence grows the more they do it. Having a few well thought responses to use with others can help. Something as simple as 'I'm sorry I'm already committed' is simple yet very effective.
- Do you trust your productivity system? By system I'm meaning the approach you use for managing your multitude commitments - big and small. There are a vast array of options to choose from; both high and low tech. From my experience a good system has three key attributes:
 1. its portable enough that you are not too far away from it at any point and as a result reduces the friction to capturing new or progressing existing commitments.
 2. It's flexible enough to handle the array of commitments you want to track and manage.
 3. You feel attracted to use it. This might sound obvious, however, I've seen plenty of examples where people design or use overly complicated systems which feel good initially, however very soon just feel like hard work and therefore you subconsciously resist using them and your brain tries to manage more commitments than it's really capable of.

So, if time management is one of your challenges perhaps you need to put more thought into how you manage your choices. As opposed to just looking to crank through things more quickly.

As always I'm interested in your thoughts and questions. Also, if you'd like to take things further please drop me a line to discuss your current situation. damian@effectivechallenge.com

Damian Piper

Change coach and consultant

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/>

While I have your attention - if you're more 🧐 than 🗯️ then please listen to the Effective Challenge Podcast. Feel free to share if you think others may benefit from its content.



www.effectivechallenge.com/podcasts

20 Top Tips - For New Leaders

Recently I was trying to decide which would be the subject of my next blog post. Would it be a 'Being Bettina's Dad' post 'One of Us, One of Us' or my take on supporting and managing a talent management pipeline? Then I received a message from a former colleague, who is part of our leadership network, asking if I could I come up with some tips for his friend who is in another sector and who has just taken on a supervisory leader position for a team.

It reminded me of the positions, and experiences, I have found myself in at different times in both careers (Army and Social Sector). My top 20 tips are based on experience (and a few mistakes along the way).

When you find yourself in a leadership role for people who were on the same grade as you only a few weeks ago:

1. **It is not about you - it is about the results you deliver.** This is how you are judged by your team and those above you.
2. **Reinvent yourself.** Seek out opportunities; don't wait for them to come to you. Don't worry if you don't have experience with what you want to try, your hard work ethic will get you through. This is what I did: <https://leadershipintheraw.org/2015/11/24/the-art-of-reinvention/>
3. **You serve your team** – this is what is called servant leadership. Work hard at making sure your team members are a success too. Ensure they have all the resources they need to do this.
4. **What is your leadership code?** Think about the leadership behaviours you have admired and respected in others. This is a code we put together in our team that we feel is important to us: <https://leadershipintheraw.org/2019/07/16/the-dosh-leadership-code/>

5. **Show you care.** Your team members will trust you when they know you care about them (both within your work and what they do outside). Get to know them as people. What are their aspirations? What is important to them? What might be troubling them which may affect their work performance?
6. **Don't try to be one of them.** I would say don't change your style or who you are, after all it is what got you the promotion. Have some separation though as there are going to be occasions you are going to have to make difficult and unpopular decisions.
7. **Be a role model** – you work harder than your team (or at the very least, work as hard as the team).
8. **Who are the bosses you admire?** Look at what makes them successful and then mould your own style. I have worked for amazing people in both my careers and have taken something from each one. These are my 3 favourite Bosses:
<https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/>
9. **Communicate**, keep people informed. Keeping your team members informed about what you are hoping to achieve or what the objective is for your team. This ensures each team member feels they have a stake in the outcome and success of our organisation.
10. **Earn your respect every day.** Just because your team respected you yesterday doesn't mean you have their respect today. Earn your respect each day. Remember you give respect before you gain it. Promotion is recognition of your work and potential. It is not a reward. <https://leadershipintheraw.org/2015/07/28/being-bettinas-dad-trust-is-a-gift-you-must-earn/>
11. **Only be concerned by what you can control** – don't worry about what you can't control
12. My first lesson of leadership was not to rush in making lots of changes too quickly as it overwhelms people. Slowly introduce the changes you think need to be made for your team. Look for easy and small wins so they can see what you are hoping to achieve as it will benefit them as individuals and the team as a whole.
13. Stop thinking or worrying about what team members are thinking about you (they are probably not). Focus on going forward
14. **Surround yourself with talent** – ensure the people in your team are the best at what they do. Over a period of time your team will change. People move on for different reasons. So when you recruit, recruit the best. "Find people who make you better" Michelle Obama.
15. Praise in public – chastise in private
16. **Culture** – steadily create a work culture (the way we do things around here). These are my thoughts on creating a team culture: <https://leadershipintheraw.org/2016/03/01/the-culture-within-you/>
17. **Anticipate – Anticipate.** "There are two ways to face the future. One way is with apprehension; the other is with anticipation" Jim Rohn. I recommend my post on how you

can anticipate your way to success <https://leadershipintheraw.org/2018/03/06/anticipate-your-way-to-success> / especially look out for my 'Five Questions to ask yourself in anticipation'

18. **Develop yourself** – google 'Institute of Leadership and Management' (ILM) join. Do their training and qualifications to be a better leader and perhaps a better manager for the future.
19. Always **do what is right over what is easy**:
<https://leadershipintheraw.org/2019/03/07/doing-what-is-right-over-doing-what-is-easy/>
20. **And finally here is a post from my colleague Meike Beckford about her first year in management. It has everything you could possibly need in just one post**
<https://leadershipintheraw.org/2017/05/04/what-i-have-learnt-from-my-first-year-in-management/> **Meike is an outstanding leader and exceptional manager.**

Now I have shared these tips, I need to crack on with the posts I have been planning to do. Please look out for 'One of Us One of Us' about Bettina and her family and my take on supporting and managing a Talent Pipeline, hopefully in October's edition.

Source: Steve Raw www.leadershipintheraw.org

"Complaining is silly. Either act or forget"
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MY TOP 4 PICKS FROM Ted.com

Each month I trawl through Ted.com for inspiring, thought provoking and moving 'talks' so you don't have to. Here are my top four picks just for you:

https://www.ted.com/talks/natalie_fratto_3_ways_to_measure_your_adaptability_and_how_to_improve_it

When venture investor Natalie Fratto is determining which start-up founder to support, she doesn't just look for intelligence or charisma; she looks for adaptability. In this insightful talk, Fratto shares three ways to measure your "adaptability quotient" -- and shows why your ability to respond to change really matters.

https://www.ted.com/talks/kelly_mcgonigal_how_to_make_stress_your_friend

Stress. It makes your heart pound, your breathing quicken and your forehead sweat. But while stress has been made into a public health enemy, new research suggests that stress may only be bad for you if you believe that to be the case. Psychologist Kelly McGonigal urges us to see stress as a positive, and introduces us to an unsung mechanism for stress reduction: reaching out to others.

https://www.ted.com/talks/matt_mullenweg_why_working_from_home_is_good_for_business

As the popularity of remote working continues to spread, workers today can collaborate across cities, countries and even multiple time zones. How does this change office dynamics? And how can we make sure that all employees, both at headquarters and at home, feel connected? Matt Mullenweg, cofounder of WordPress and CEO of Automatic (which has a 100 percent distributed workforce), shares his secrets.

https://www.ted.com/talks/patty_mccord_8_lessons_on_building_a_company_people_enjoy_working_for

Most companies operate on a set of policies: mandated vacation days, travel guide

lines, standard work hours, annual goals. But what happens when a company looks less to control and more to trust? Patty McCord, the iconic former chief talent officer at Netflix, shares the key insights that led her to toss the handbook out the window.

“Trust arrives on foot but leaves on horseback”

<https://leadershipintheraw.org/2015/07/28/being-bettinas-dad-trust-is-a-gift-you-must-earn/>

10 Quick Tips to Be a Better Boss

It takes more than one person to make a company successful—great businesses thrive because of outstanding teamwork. And it might be easy to bring a group of people together, but creating a cooperative and cohesive team of people, one that’s working for a common goal, isn’t so simple. It takes good leadership to help them be excited and effective. Like Henry Ford said, “If everyone is moving forward together, then success takes care of itself.”

People want to do a great job, to have their hard work acknowledged. When you treat your team members with honesty and respect and show a willingness to join them, you’re leading a culture of cooperation—and that’s a culture that produces enthusiastic and productive followers.

Do you want to lead your team to success? Do these 10 things:

1. Lead by example.

Don’t ask your team to do something that you aren’t willing to do. If you never stay late to finish a project, you can’t expect them to give up their evenings.

2. Provide the tools.

Do you know what your people need in order to succeed? Ask them and then listen—really listen. Maybe they need new software or special training. Whatever it is, show that you’re attentive and ready to support them.

3. Don’t micromanage.

If you pick the right people, you can let them run with their own assignments. Checking on them causes frustration—and wastes your time—so if you can’t rely on others, you might need to re-evaluate your hiring process.

4. Be real.

Leaders have emotions, too. When you can honestly share the joys and frustrations of a project, you’re giving team members permission to be their authentic selves. Respect on both sides will grow and prosper.

5. Focus on the mission.

Never lose sight of the reason your business exists. Teams want to be involved in a profitable project, but as the leader, bring them back to how their work impacts the company's true purpose.

6. Have fun.

Be sure to laugh. Besides reducing stress and releasing endorphins, laughter creates a bond among team members. People look forward to working together when they can look forward to a positive experience.

7. Be available.

You might not be involved in every project or committee, but you should be available for questions, comments or requests as they come up. You'll also want to ask your own questions and get status updates, so don't isolate yourself behind a closed door.

8. Admit your mistakes.

Nobody's perfect, so when you flub something up, be a good role model. And admit when you don't know something. Transparency builds trust, and problems get solved faster with it.

9. Challenge them.

A healthy team looks forward to the opportunity to create something or to solve a problem, but a team that never leaves its comfort zone gets bored. Encourage out-of-the-box thinking.

10. Help them grow.

Each team member has unique strengths and talents, and your business is going to need new leaders. Offer training and education—and as people become interested in new topics, their curiosity can turn to expertise and lead to new product and service ideas.

Source: Source: Rhett Power from USA Success Magazine

And my take on three bosses I have previously and currently work with:

<https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/>

"Trees are about to show us how lovely it is to let things go"
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"I've come up with a set of rules that describe our reactions to technologies:

1. Anything that is in the world when you're born is normal and ordinary, and is just a natural part of the way the world works.
2. Anything that's invented between when you're 15 and 35 is new and exciting and revolutionary, and you can probably get a career in it.
3. Anything invented after you're 35 is against the natural order of things."

Source: Douglas Adams quoted in the The Guardian.

Situational Leadership Stripped Bare

Time to read: 20 seconds

Dear Steve

Yes, its trendy, no, it's not complex:

Principle: Leadership is not about the leader

Actions:

1. Ask each of your direct reports how they would like to be led by you, so that they achieve their results.
2. Lead as they ask – making sure they know what they must do, must never do and what they may do – their freedom – yes, a Fried Egg.
3. Review on an ongoing basis how it is going – if it is not working, then adjust the Fried Egg to include more in the Yolk.

Done.

David

(David Taylor author, broadcaster, presenter)

“Unexpected kindness is the most powerful, least costly, and most underrated agent of human change”

Bob Kerrey

This Is How You Leave a Legacy

by Jim Rohn

Here are the principles he says we must commit to in order to leave the legacy we desire:

1. Life is best lived in service to others.

This doesn't mean that we do not strive for the best for ourselves. It does mean that in all things we serve other people, including our family, co-workers and friends.

2. Consider others' interests as important as your own.

Much of the world suffers simply because people consider only their own interests. People are looking out for number one, but the way to leave a legacy is to also look out for others.

3. Love your neighbour even if you don't like him.

Liking people has to do with emotions. Loving people has to do with actions. And what you will find is that when you love them and do good by them, you will more often than not begin to like them.

4. Maintain integrity at all costs.

There are very few things you take to the grave with you. The number one thing is your reputation and good name. When people remember you, you want them to think, “She was the most honest person I knew. What integrity.” There are always going to be temptations to cut corners and break your integrity. Do not do it. Do what is right all of the time, no matter what the cost.

5. You must risk in order to gain.

In just about every area of life you must risk in order to gain the reward. In love, you must risk rejection in order to ask that person out for the first time. In investing you must place your capital at risk in the market in order to receive the prize of a growing bank account. When we risk, we gain. And when we gain, we have more to leave for others.

6. You reap what you sow.

In fact, you always reap more than you sow—you plant a seed and reap a bushel. What you give you get. What you put into the ground then grows out of the ground. If you give love you will receive love. If you give time, you will gain time. It is one of the truest laws of the universe. Decide what you want out of life and then begin to sow it.

7. Hard work is never a waste.

No one will say, “It is too bad he was such a good, hard worker.” But if you aren’t they will surely say, “It’s too bad he was so lazy—he could have been so much more!” Hard work will leave a grand legacy. Give it your all on your trip around the earth. You will do a lot of good and leave a terrific legacy.

8. Don’t give up when you fail.

Imagine what legacies would have never existed if someone had given up. How many thriving businesses would have been shut down if they quit at their first failure? Everyone fails. It is a fact of life. But those who succeed are those who do not give up when they fail. They keep going and build a successful life—and a legacy.

9. Don’t ever stop in your pursuit of a legacy.

Many people have accomplished tremendous things later on in life. There is never a time to stop in your pursuit of a legacy. Sometimes older people will say, “I am 65. I’ll never change.” That won’t build a great life! No, there is always time to do more and achieve more, to help more and serve more, to teach more and to learn more. Keep going and growing that legacy!

Train your mind

To calm every situation

(Easier said than done, but if you can master this technique you're halfway to solving the problem.
Joyce Raw)

18 Signs You Have High Emotional Intelligence

By Travis Bradberry

Measuring emotional intelligence can be difficult because of its intangible nature. But Dr. Travis Bradberry has analysed the data from the million-plus people that TalentSmart has tested for EQ to help identify the behaviours that are sure signs you have a high EQ. He shares them with us in this article, originally published on LinkedIn Pulse.

When emotional intelligence (EQ) first appeared to the masses, it served as the missing link in a peculiar finding: People with average IQs outperform those with the highest IQs 70 percent of the time. This anomaly threw a massive wrench into the broadly-held assumption that IQ was the sole source of success.

Decades of research now point to emotional intelligence as being the critical factor that sets star performers apart from the rest of the pack. The connection is so strong that we know 90 percent of top performers have high emotional intelligence.

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behaviour, navigate social complexities and make personal decisions to achieve positive results.

Despite the significance of EQ, its intangible nature makes it very difficult to know how much you have and what you can do to improve if you’re lacking. You can always take a scientifically validated test, such as the one that comes with the Emotional Intelligence 2.0 book.

Unfortunately, quality (scientifically valid) EQ tests aren’t free. So, I’ve analysed the data from the million-plus people that TalentSmart has tested in order to identify the behaviours that are the hallmarks of a high EQ. What follows are sure signs that you have a high EQ.

1. You have a robust emotional vocabulary.

All people experience emotions, but it is a select few who can accurately identify them as they occur. Our research shows that only 36 percent of people can do this, which is problematic because unlabelled emotions often go misunderstood, which leads to irrational choices and counterproductive actions.

People with high EQs master their emotions because they understand them, and they use an extensive vocabulary of feelings to do so. While many people might describe themselves as simply feeling “bad,” emotionally intelligent people can pinpoint whether they feel “irritable,” “frustrated,” “downtrodden,” or “anxious.” The more specific your word choice, the better insight you have into exactly how you are feeling, what caused it and what you should do about it.

2. You’re curious about people.

It doesn’t matter if they’re introverted or extroverted, emotionally intelligent people are curious about everyone around them. This curiosity is the product of empathy, one of the most significant gateways to a high EQ. The more you care about other people and what they’re going through, the more curiosity you’re going to have about them.

3. You embrace change.

Emotionally intelligent people are flexible and are constantly adapting. They know that fear of change is paralyzing and a major threat to their success and happiness. They look for change that is lurking just around the corner, and they form a plan of action should these changes occur.

4. You know your strengths and weaknesses.

Emotionally intelligent people don't just understand emotions; they know what they're good at and what they're terrible at. They also know who pushes their buttons and the environments (both situations and people) that enable them to succeed. Having a high EQ means you know your strengths and you know how to lean into them and use them to your full advantage while keeping your weaknesses from holding you back.

5. You're a good judge of character.

Much of emotional intelligence comes down to social awareness; the ability to read other people, know what they're about, and understand what they're going through. Over time, this skill makes you an exceptional judge of character. People are no mystery to you. You know what they're all about and understand their motivations, even those that lie hidden beneath the surface.

6. You are difficult to offend.

If you have a firm grasp of who you are it's difficult for someone to say or do something that gets your goat. Emotionally intelligent people are self-confident and open-minded, which creates a pretty thick skin. You may even poke fun at yourself or let other people make jokes about you because you are able to mentally draw the line between humour and degradation.

7. You know how to say no (to yourself and others).

Emotional intelligence means knowing how to exert self-control. You delay gratification, and you avoid impulsive action. Research conducted at the University of California, San Francisco, shows that the more difficulty that you have saying no, the more likely you are to experience stress, burnout and even depression. Saying no is indeed a major self-control challenge for many people. "No" is a powerful word that you should not be afraid to wield. When it's time to say no, emotionally intelligent people avoid phrases such as "I don't think I can" or "I'm not certain." Saying no to a new commitment honours your existing commitments and gives you the opportunity to successfully fulfil them.

8. You let go of mistakes.

Emotionally intelligent people distance themselves from their mistakes, but do so without forgetting them. By keeping their mistakes at a safe distance, yet still handy enough to refer to, they are able to adapt and adjust for future success. It takes refined self-awareness to walk this tightrope between dwelling and remembering. Dwelling too long on your mistakes makes you anxious and gun shy, while forgetting about them completely makes you bound to repeat them. The key to balance lies in your ability to transform failures into nuggets of improvement. This creates the tendency to get right back up every time you fall down.

9. You give and expect nothing in return.

When someone gives you something spontaneously, without expecting anything in return, this leaves a powerful impression. For example, you might have an interesting conversation with someone about a book, and when you see them again a month later, you show up with the book in hand. Emotionally intelligent people build strong relationships because they are constantly thinking about others.

10. You don't hold grudges.

The negative emotions that come with holding onto a grudge are actually a stress response. Just thinking about the event sends your body into fight-or-flight mode, a survival mechanism that forces you to stand up and fight or run for the hills when faced with a threat. When the threat is imminent, this reaction is essential to your survival, but when the threat is ancient history, holding onto that stress wreaks havoc on your body and can have devastating health consequences over time. In fact, researchers at Emory University have shown that holding onto stress contributes to high blood pressure and heart disease. Holding onto a grudge means you're holding onto stress, and emotionally intelligent people know to avoid this at all costs. Letting go of a grudge not only makes you feel better now but can also improve your health.

11. You neutralize toxic people.

Dealing with difficult people is frustrating and exhausting for most. High EQ individuals control their interactions with toxic people by keeping their feelings in check. When they need to confront a toxic person, they approach the situation rationally. They identify their own emotions and don't allow anger or frustration to fuel the chaos. They also consider the difficult person's standpoint and are able to find solutions and common ground. Even when things completely derail, emotionally intelligent people are able to take the toxic person with a grain of salt to avoid letting him or her bring them down.

12. You don't seek perfection.

Emotionally intelligent people won't set perfection as their target because they know that it doesn't exist. Human beings, by our very nature, are fallible. When perfection is your goal, you're always left with a nagging sense of failure that makes you want to give up or reduce your effort. You end up spending your time lamenting what you failed to accomplish and what you should have done differently instead of moving forward, excited about what you've achieved and what you will accomplish in the future.

13. You appreciate what you have.

Taking time to contemplate what you're grateful for isn't merely the right thing to do; it also improves your mood because it reduces the stress hormone cortisol by 23 percent. Research conducted at the University of California, Davis, found that people who worked daily to cultivate an attitude of gratitude experienced improved mood, energy and physical well-being. It's likely that lower levels of cortisol played a major role in this.

14. You disconnect.

Taking regular time off the grid is a sign of a high EQ because it helps you to keep your stress under control and to live in the moment. When you make yourself available to your work 24/7, you expose yourself to a constant barrage of stressors. Forcing yourself offline and even—gulp!—turning off your phone gives your body and mind a break. Studies have shown that something as simple as an email break can lower stress levels. Technology enables constant communication and the expectation that you should be available 24/7. It is extremely difficult to enjoy a stress-free moment outside of work when an email that will change your train of thought and get you thinking (read: stressing) about work can drop onto your phone at any moment.

15. You limit your caffeine intake.

Drinking excessive amounts of caffeine triggers the release of adrenaline, and adrenaline is the source of the fight-or-flight response. The fight-or-flight mechanism sidesteps rational thinking in favour of a faster response to ensure survival. This is great when a bear is chasing you, but not so great when you're responding to a curt email. When caffeine puts your brain and body into this hyper-aroused state of stress, your emotions overrun your behaviour. Caffeine's long half-life ensures you stay this way as it takes its sweet time working its way out of your body. High-EQ individuals know that caffeine is trouble, and they don't let it get the better of them.

16. You get enough sleep.

It's difficult to overstate the importance of sleep to increasing your emotional intelligence and managing your stress levels. When you sleep, your brain literally recharges, shuffling through the day's memories and storing or discarding them (which causes dreams) so that you wake up alert and clearheaded. High-EQ individuals know that their self-control, attention, and memory are all reduced when they don't get enough—or the right kind—of sleep. So, they make sleep a top priority.

17. You stop negative self-talk in its tracks.

The more you ruminate on negative thoughts, the more power you give them. Most of our negative thoughts are just that—thoughts, not facts. When it feels like something always or never happens, this is just your brain's natural tendency to perceive threats (inflating the frequency or severity of an event). Emotionally intelligent people separate their thoughts from the facts in order to escape the cycle of negativity and move toward a positive, new outlook.

18. You won't let anyone limit your joy.

When your sense of pleasure and satisfaction are derived from the opinions of other people, you are no longer the master of your own happiness. When emotionally intelligent people feel good about something that they've done, they won't let anyone's opinions or snide remarks take that away from them. While it's impossible to turn off your reactions to what others think of you, you don't have to compare yourself to others, and you can always take people's opinions with a grain of salt. That way, no matter what other people are thinking or doing, your self-worth comes from within.

"You can't defeat your demons if you're are still enjoying their company"

4 Powerful Habits That Will Change Your Life

By Mick Ukleja

If we don't learn good habits, life becomes more difficult. We have a choice: Get hard on ourselves so life becomes easier, or get easy on ourselves resulting in life getting harder.

Successful people choose good habits over a stagnant life. At first it might not seem like you are accomplishing much, but don't be fooled. "Small hinges open big doors."

Not all good habits are created equal. Some are more powerful than others. Here are four powerful habits that will strengthen your confidence, help you get what you want and result in a satisfying journey.

1. Embrace life, don't resist it.

When things aren't working, our first action is often resistance. Instead of resisting, take a moment to consider what isn't working and why. This kind of information is valuable.

Tough times can be used to disrupt stagnant patterns in thinking. If we embrace the disruption, it can have a purifying effect that knocks off the rust and barnacles we naturally collect on our daily voyage. Embracing life is resisting stagnation.

Life might wreck your plans when your plans are about to wreck you. So pay close attention.

2. Affirm yourself, don't degrade yourself.

One of the most common ways to degrade ourselves is to ask the wrong questions. Wrong questions are disempowering. They immediately change our subconscious thought patterns from positive to negative, or vice versa. They are powerful.

- Question: Why can't I lose weight? Answer: Because you're a pig!
- Question: Why can't I do things right? Answer: Because you're not smart!
- Question: Why am I so broke? Answer: Because you're a loser!

Ask a bad question and you'll get a bad answer. This is how our subconscious mind works. Because the conscious mind programs the subconscious, take charge. Good questions lead to productive answers.

- What are the top two things I can do to lose weight?
- What is a better way to do this?
- What are three things I can do to increase my cash flow?

Asking the right question is empowering.

3. Brainstorm, don't blame-storm.

Blame-storming is using our creative abilities to come up with reasons why something is not our fault. This creates an emotional roadblock to healthy living called resentment. It comes from the Latin words “re” and “sentire,” which means “to feel over and over again.” It’s almost exclusively internalized, which makes it different from anger even though it can accompany the emotion.

It’s tempting to wallow in resentment because it provides a feeling of control. But that is an illusion. The past is no more. There is no control. How can we disempower the past from stealing the present? Through brainstorming, you come to the realization that your past deepens you but does not define you, deter you or defeat you.

It is a part of your maturity but not your identity. Your past has made you stronger for today. You are not a prisoner of your past. You are a pioneer of your future. And you have power in the present.

4. Do something, not everything.

It’s good to be resilient—to a point. Sometimes quitting is the smartest thing to do. There are times when I look at my to-do list and complete one or two of the items quickly, just by eliminating them. For example, if I have 10 things on my list, Pareto’s Principle reminds me that 80 percent of my results come from 20 percent of my effort. Let me get those top two done first and I’ll go from there. To not do this is to spread myself too thin. Time to prune the list.

The secret of concentration is elimination. This leads to productive living and has health benefits as well—a needed message for a society of high achievers.

In *Think Like a Freak: The Authors of Freakonomics Offer to Retrain Your Brain*, people who quit unattainable goals saw physical and psychological benefits, including:

- Less depressive symptoms and negative affect
- Lower cortisol levels
- Lower systemic inflammation
- Better immune functioning
- Fewer physical health problems over time

This is not a polemic for a carefree life! The happiest people are busy but in control. They are not rushed.

“Be quick, but not in a hurry.” —Coach John Wooden

It’s a matter of control. You can do anything when you quit trying to do everything

Source from my Success Magazine

“Ability is what you’re capable of doing. Motivation determines what you do. Attitude determines how well you do it” Lou Holtz