

LEADERSHIP and ENGAGEMENT –PACK

December 2019 (Established 2006)



Welcome to this year's **Christmas Edition**

I would like to start the review with thanks and gratitude to those who have contributed to the monthly pack throughout 2019, I would like to thank Joyce who provides the quotes and who also has the onerous task of proof reading my blog posts and publishers letter to you at the beginning of each pack. I would especially like to thank everyone who sends me wonderful messages about both the Leadership & Engagement pack and my blog posts 'Being Bettina's Dad'series. Your emails make my day! Thank you for your support.

I hope you will enjoy reading this Christmas themed edition with some tips for the New Year.

May I take this opportunity of wishing you and your family a Merry Christmas and a Happy New Year

This year's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also on Twitter: @SteveRaw836 sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!

New on my social media: Instagram @thera.leadership

Steve Raw FirstLM, FCMI, GCGI

Head of Workforce Strategy & Engagement

Email: steve.raw@thera.co.uk

Blog: www.leadershipintheraw.org

Instagram: @thera.leadership

Twitter: @SteveRaw836

LinkedIn: <https://www.linkedin.com/in/steve-raw-72454721/>

It's not about how good you are,

It's how good you want to be

Unwrapping Christmas Wellbeing

As the days tick by in December we edge closer to Christmas and the holiday season. A time to kick back, probably eat and drink a little too much, laugh with family and friends and perhaps reflect a little on 2019. At least that's the idea. The reality is very often different. In preparing for a merry Christmas many people will put more thought into what crackers to buy than their own wellbeing. So, with that in mind, grab a mulled wine, mince pie and some space to unwrap your Mental Health Gift to yourself. The MHG is one of those good ones, it has four individual parcels to it. Each parcel covers a different topic. As you unwrap each parcel think about what you'd like to see inside. Here are a few thoughts to consider:

Parcel 1 **G**ratITUDE

It's really easy to get swept along with the extra shopping, chores and events to attend. This can lead to feelings of resentment. Unmanaged these feelings of resentment can grow into something really unhelpful. One strategy to help manage this is to shift the thinking (which drives the feelings) from resentment to gratitude. So how do you do that? When that resentment feeling starts to happen ask yourself the question "who would swap?". It's likely you won't have to think too hard. Here are a few examples:

- Shopping for gifts – who'd swap – this Christmas some people will have one less name on their list as a result of a sad loss in 2019. They'd swap.
- House chores – who'd swap – this Christmas there will be plenty of people sleeping on the streets. They'd swap.
- Too many events to attend – who'd swap – this Christmas there will be people who don't get to speak or see anyone. They'd swap.

Key Point Practicing gratitude is a great way to shift our thinking to something more constructive.

Parcel 2 - **I**nnovation

This is where we can get creative and start thinking of things we could do differently to help ourselves. Christmas provides lots of opportunities for this if we deliberately explore and experiment. A few examples:

- How about creating your Chores Playlist and listen to your favourite tunes whilst working – they don't have to be cheesy Christmas tunes (unless you want them to be).
- Involving others in coming up with gift ideas. Be specific, ask three family members or friends for three suggestions each of what might make a good present for Aunt Vera (you might want to give them a budget too).
- How about hosting an event yourself and combining groups together? You can host an event at a venue if space is tight. And if the budget is tight, how about a walk in the fresh air with maybe a stop off at a nice place for refreshments? If the budget is really tight, get people to bring their 'best' leftovers.

Key Point Very often people feel pressure when they think the situation is 100% down to them. Using innovative ways can help lift this.

Parcel 3 - **F**orward thinking

Parcel three is Forward Thinking. This is about putting in place strategies ahead of time to help you manage the likely and inevitable challenges. Take a moment to consider the challenges you might face over the period and then think about how you'd *like* to respond to them. Get practical and specific here. Doing this exercise doesn't guarantee that you will respond in the way you'd like; however, it hugely increases the chance that you will. And a bonus tip, don't look to do this in your head. Use a pen and paper or whatever device you prefer.

Key point This type of exercise only really works if you do it before you need it. In the moment, it's less likely you'll have all your objectivity and balance in how you'd *like* to handle a challenge.

Parcel 4 - **T**ime

One of the key causes of pressures and strains over the festive season is our desire to achieve more than we have the capacity to. Chances are queues will be bigger, there will be more traffic than you'd like and people will 'pop round' unexpectedly. If we are planning our festive season to the max, then chances are we will put ourselves under pressure before we even start. Build-in space to take a breather and recalibrate.

Key Point Without some thought we are likely to overestimate what's possible with the time we have available often at our own personal detriment.

I love Christmas and enjoying all it has to offer. If there is one element, I would change it is that things get blown out of proportion which creates unnecessary stress and in some cases illness. I'd like to think that's never anyone's intent. So, take a little more time for yourself and use the Mental Health Gift. You might just find you end up being better for it.

Happy Christmas everyone and here's to an amazing 2020. Our best year yet?

Damian

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

“The greatest pleasure I know is to do a good action by stealth, and to have it found out by accident”
Charles Lamb



Being Bettina's Mum & Dad: A Christmas Tale

Those of you who regularly visit Steve's blogsite www.leadershipintheraw.org and more recently mine www.livelikearaw.wordpress.com will have read the many blogs about being Bettina's parents and some of the lessons/insights we have gained over the years.

However, we are at that point in the year which is Bettina's absolute favourite - Christmas! And we felt that we should include this as one of our blogs too. A short Christmas Tale, if you like.

Bettina is absolutely mesmerised by Christmas! We call it “her time of the year” because for Bettina, Christmas lights her up as bright as any tree. To begin with, starting as early as October, Bettina will be aware that the shops are gearing themselves up for the season. She will quite happily by-pass any notions of Halloween or Bonfire Night - although she does acknowledge them - to get to her Nirvana. The change in the air, coupled with the clocks going back one hour (which most people associate with an extra hour in bed!), give her that sense of excitement. Then, we move through to the change in the shops. Whether it is the change in the stock that is for sale or the change in decoration, Bettina knows that the amount of glitter, tinsel, baubles, trees and pretty lights are building to that one day. Outside spaces change too. With the night's drawing in round about teatime reindeer, Santa's, snowmen, icicles, wooden nativity sets, market stall cabins and the aromas of hot food and spiced drinks draw her like a moth to a flame.

Now we have that grandmaster of Christmas itself, Father Christmas! Bettina can spot a fake a mile away. When she was younger she went to visit him at a department store with a group of school friends. Within seconds she had exposed him as a fake by whipping off his beard for all to see with a smug smile and a loud “that's better”. For other children visiting him that day it was a cruel realisation that there may be more than one Santa, or maybe none at all? Bettina is not about to fall for that trick again, yet Bettina definitely believes in the magic of Christmas. She loves the appearance of presents under the tree, the treats, the food, the music and films, but most of all

Bettina recognises that this time of year means having her family together sharing the season, the joy and the love. You can present Bettina with something wildly expensive or incredibly cheap her reaction will still be the same - grateful and pleased.

For our family, Christmas remains young and magical with Bettina's sense of simplicity and innocence always reminding us what it is really important in this world. With this in mind, we always try to share this attitude to life with others, so may we take this opportunity to wish you all a Merry Christmas and Happy New Year.

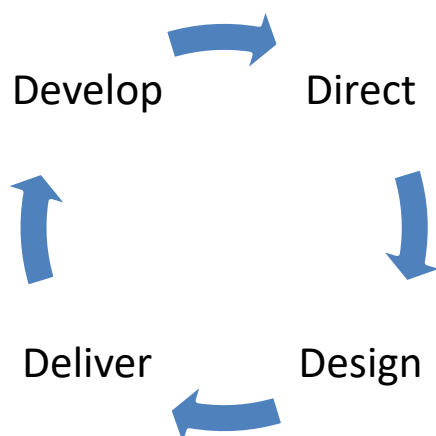
Source: Joyce Raw <https://leadershipintheraw.org/2015/12/23/being-bettinas-mum-and-dad-a-christmas-tale/>

Accept no one's definition of your life, define yourself. - Robert Frost
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Highlights from an MBA:

For my second post for this series of MBA highlights, I have been looking through the 'archives' of some of my earlier topics and stumbled upon operations management. I admit, it sounds dull! However; as soon as you start looking into it, you realise how fundamental it is to everything you do – in fact it essentially is what you do day-to-day. It's also not just for traditional factory workers, it applies to any product or service, as we all do something in order to deliver an end result.

Our operations are our daily bread and butter and operations *management* is hopefully the way you connect that every day to the organisation's strategy and goals. How does what you do day-to-day relate and contribute to your strategy? Even better, how does it add value to your customers and other stakeholders? In managing operations, we are involved in a continuing cycle of directing, designing, delivering and developing, which feed into each other to enable operations to influence strategy and vice-versa.



Principles and questions

There are many techniques and approaches which, as is often the case, have fallen in and out of fashion over the decades. From the so-called scientific management of a factory production line approach that tries to specify and control every step, to newer methods including behavioural approaches to job design, or Six Sigma's focus on reducing variation in process. These methodologies

claim to allow you to manage operations more effectively and have certainly helped many (if not all) that have used them.

For me, the most valuable elements are the general principles and questions they prompt, that allow you to reflect on your own approach. In particular, how do you understand value and how are customers judging you? What is most important to them and is the way you work tailored to this? For example, if speed is of the essence, is that the focus of your production process, ordering system and delivery? Alternatively, they may value quality, dependability, flexibility or cost, but it won't be all of them, so which comes top for your customers, clients or people you work with?

Lean

An approach that particularly stood out for me, was 'lean' management. Originating in the Toyota Production System, it has since been adopted in many industries across the world and brings some valuable ideas that we can all adopt. It aims to maximise value as the customer defines it and eliminate waste.

Its five core principles are:

- 1) Specify value as defined by the customer
- 2) Identify the value stream i.e. every step you need to take
- 3) Create flow between each value-adding step
- 4) Pull from the customer order and through each step (rather than predicting demand and producing ahead)
- 5) Work continuously towards perfection

A useful technique in order to apply this is value stream mapping: set out every single step taken in a particular process and then identify which add value. How long does each one take and what percentage of the processing time is therefore actually adding value? I'll give you clue, it's probably pretty low! It certainly was when we tried it on one of our processes. How long does a form sit on someone's desk, or an email in their in-tray before the next action is taken?

Lean talks about 7 types of waste: over-production, waiting time, transport, process (bad design), inventory, motion and defectives – I expect you could find examples of all of these in your own organisation. You may not be able to get rid of them all, but recognising them as wasteful and looking at small improvements you can make will start to reduce them.

Better still, what does the team actually doing the work think they can do? This is key in lean thinking: put the control in the hands of front-line workers to adapt the process to become more effective. Here, we are no longer working under the assumption that people need to be told what to do all the time and watched to ensure they don't slack off (as in 'scientific management'). Most people will actually enjoy work and want to contribute if they are involved and empowered to do so.

So, I will leave you with this question: who is managing, developing and influencing your operations and how are they delivering the value that people want?

Meike Beckford. Lead Director for Dosh Ltd

With thanks to [Lancaster University Management School](#), Dr Stephen Eldridge and the whole Executive MBA team and cohort.

You can follow me on twitter
@MeikeB88 and my
organisation @DoshTweets
www.dosh.org.

Secret Banta

Time to read: 38 seconds



Dear Steve

In Kegworth village, in Leicestershire, a secret Santa has been leaving small gifts around the village, shortbread chocolates etc, with the message to pay it forward. It has brought much pleasure to the residents, children and adults alike - [more here](#).

It reminded me of our office Secret Banta game – maybe you'd like to play in your office this year bringing good cheer and a warm feeling to everyone's hearts.

Everyone writes their name on an envelope.

Each person secretly selects an envelope from the collection.

On a piece of paper, you write a sentence of praise for the person whose envelope you have drawn – possibly something their boss should know about, what they are valued for amongst the team or are particularly gifted at. Pop it in the envelope and seal.

Get the team together for a drink and a mince pie, then each person in turn takes the envelope with their name on and reads out the positive thing that's been said about them.

Go on – get the team involved in Secret Banta – it's going to bring Christmas cheer to you all.

Please share your photos and comments.

David (David Taylor author of the Naked Leadership series – I highly recommend Steve)

EARN RESPECT

1. **Give respect.** The contemptuous have few admirers and fewer friends
2. **Keep your promises.** Dependability is a virtue. Don't make exceptions – or excuses
3. **Accept responsibility.** The buck stops with you. Say sorry, mean it and make amends
4. **Do more than the minimum.** If you want an exceptional reputation, exceed expectations.
5. **Don't try so hard.** Proving yourself takes time and consistency, not a big mouth.

'Being Bettina's Dad. Leading a life less ordinary'



(Bettina at work at the Garden Centre)

"Say it's true, black and blue, I can share your situation

Been holding our emotions back, will only make us cry

If you go, I know, but you know, it ain't so serious anyway

*When the clouds arise we'll live on **Ocean Drive**"*

I look in my rear view mirror as I am driving and I see Bettina in the back seat, staring out the window with her dreamy look and her happy smile. She is listening to one of her favourite songs 'Ocean Drive' by Lighthouse Family* <https://www.youtube.com/watch?v=QQ84s2uzZ1w> on the radio.

Bettina is a woman who copes with a learning disability and autism and she has always led a life less ordinary.

When Bettina was 12 months old we knew she was facing challenges that were different to other children. Bettina found eye contact painful and resisted hugs from her parents. At 18 months we sought a diagnosis, although we had a good idea what the outcome would be (and which was duly confirmed).

We didn't go to ground when we heard the news; both Joyce and I agreed we wanted the best quality of life we could give her which would be full of love and joy. We definitely had a fight on our hands with the 'professionals' in her childhood years. I am glad to say we always won, even though we often had to fight the same battle more than once.

Bettina's upbringing was not going to be any different from her big sister, but realistically we knew we would need to do something a little extra. Bettina certainly helped us to look at what was important in our world. Bettina - flooding our bathroom and water coming through the ceiling, and stripping my parent's new bedroom wall paper while we were asleep, called for humour and resilience.

So what does a life less ordinary look like for Bettina?

- Doing things you were afraid of, things you have never done before, or perhaps thought you did not have the ability to do. Bettina works with animals, often as a cook and a caterer. A life with no regrets.
- You are not limited by life's obstacles – We think Bettina does not see her learning disability as a limiting factor, if anything she is challenging her reality.
- Bettina always gives 100% with everything she does, as if there was no tomorrow
- Taking pleasure from life – Bettina gives double thumbs up when she achieves a new challenge. This may be a complex puzzle, reading, or articulating something she has been thinking about and then putting it into a sentence. (Bettina has a complex communication disorder).
- Variety is the spice of life for Bettina. There is work and fun and often work is more fun for her.

How do you support a person to have a life less ordinary?

- You show you have belief in them – you need to evidence this on a daily basis
- When you love them for being 'you' then their life feels worth living
- Supporting someone to live a life a life of dignity, of liberty, and freedom
- Being a safety net for when things go wrong. When they do fail, remember not to be non-judgemental when that happens
- Being a role model. You cannot support someone to have a life less ordinary unless you are living a life less ordinary too.

And here are 5 rules Bettina lives in a less than ordinary life:



***Bettina has the best sister a young woman could wish for. Jennifer has bought her a ticket to see the Lighthouse family at the Ipswich Regent Theatre <http://ipswichtheatres.co.uk/> in 2020.**

Always choose to heal, not to hurt, to forgive not to despise, to persevere not to quit, to smile not to frown, and to love not to hate! At the end of life, what really matters is not what we bought, but what we built, not what we got, but what we shared, not our competence but our character, and not our success but our significance. Live a life that matters. Live a life that cares...

Ritu Ghatourey

Source: Steve Raw www.leadershipintheraw.org

My Top 4 Ted.com Picks for December

Each month I trawl through Ted.com for inspiring, thought provoking and moving ‘talks’ so you don’t have to. Here are my top 4 picks for this month:

Unforeseen consequences of a fast paced world – Kathryn Bouskill

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

Why does modern technology promise efficiency, but leave us constantly feeling pressed for time? Anthropologist Kathryn Bouskill explores the paradoxes of living in a fast-paced society and explains why we need to reconsider the importance of slowing down in a world that demands go, go, go.

How frustration can make us more creative – Tim Harford

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

Challenges and problems can derail your creative process ... or they can make you more creative than ever. In the surprising story behind the best-selling solo piano album of all time, Tim Harford may just convince you of the advantages of having to work with a little mess.

5 Tips to improve your critical thinking:

https://www.ted.com/talks/samantha_agoos_5_tips_to_improve_your_critical_thinking

Every day, a sea of decisions stretches before us, and it's impossible to make a perfect choice every time. But there are many ways to improve our chances — and one particularly effective technique is critical thinking. Samantha Agoos describes a 5-step process that may help you with any number of problems. [Directed by Nick Hilditch, narrated by Addison Anderson].

How you can use impostor syndrome to your benefit - Mike Cannon Brookes

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

Have you ever doubted your abilities, feared you were going to be discovered as a "fraud"? That's called "impostor syndrome," and you're definitely not alone in feeling it, says entrepreneur and CEO Mike Cannon-Brookes. In this funny, relatable talk, he shares how his own experiences of impostor syndrome helped pave the way to his success -- and shows how you can use it to your advantage, too.

"Happiness is not something ready-made. It comes from your own actions." — Dalai Lama XIV

7 Small Changes That Will Make a Big Difference in Your Life

By [Patti Johnson](#)

Our happiness and success rely on thinking constructive thoughts, acting with intent and creating strong relationships with others. The good news is we have control over all of these areas. We can choose to change.

These are the most common changes that can make the biggest impact in your life:

1. Mind your mind.

Your thoughts drive how you feel. How you feel drives your actions.

It is impossible to be confident and self-assured if your thoughts are filled with self-doubt and judgment. If you would never speak to others the way you internally speak to yourself, you can change.

It takes time to reprogram your thinking, but self-awareness is step one. Be more aware of your thoughts. Ask yourself: What is on my mind right now and why? Are my thoughts helping me?

A pause to reboot your internal thoughts can help you become more intentional and positive.

2. Separate how you feel from what you do.

Take time to acknowledge how you really feel. Minding your mind doesn't mean hiding or ignoring your feelings. But separate your feelings from your actions—your actions are a separate decision.

For example, if I am frustrated that a peer is difficult to work with on a project, I can acknowledge my frustration and then separately decide how to handle it. Or, a friend constantly misses

commitments and you feel angry. Rather than ignore it or end the friendship, choose to be open and direct about the impact his or her actions are having on the friendship.

3. Stop comparing.

There will always be someone more successful, more accomplished, with more medals, more money and a better promotion. This constant comparison game means you'll likely never measure up. The bar is always moving and usually it's up. So have your own internal bar of success based upon what matters most to you, your starting point and the progress you've made.

As a career mom, I learned over time that my value wasn't measured by how much I volunteered at my sons' schools compared to other mothers. My focus was on how our boys were doing and if they were thriving, rather than comparing myself to moms with more available volunteer time.

Find the real meaning in your efforts. Meaning is a powerful way to overcome comparison to others as you focus on impact and contribution.

4. Claim time for yourself at the start of each day.

Time is our greatest asset. If we are intentional in how we use it, we have a better chance of living the life we want. How you start each day plays a big role in being intentional.

Find a few minutes to think about how you want to spend your day, both in terms of time and the thoughts you want to have. Prayer, meditation, exercise and a little quiet time to think can have a monumental impact on your day, week and year.

I always ask my clients when they can create this thinking and planning time, and where this can best occur. My most important decisions and changes began after I had the time to really think about what I wanted.

Find a quiet corner to pause rather than a busy kitchen—make the time in your busy life.

5. Do something new every week.

Predictable days and habits keep us in a rut. Every week, pick one new small change you want to make.

A friend of mine declared a "year of living differently." She took cooking lessons, made changes to her house, planned several small weekend trips and learned to fly fish.

Intentionally shake up the routine and try something you've never done before. Even a small change, such as watching an interesting TED Talk while getting ready in the morning or experimenting with a new menu item on the grill can trigger new energy.

6. Listen even when you want to talk.

Listening is the most powerful learning tool and relationship builder you have at your disposal, but in our fast-paced, technology-driven world, it is wildly underutilized.

Ask questions and really listen, rather than thinking about what you are going to say next. Your full attention is one of the greatest compliments you can give to someone.

7. Battle the addiction to being right.

The desire to always be right can overshadow even the strongest relationship. Being right at all costs might fulfil an inner need you have, but often at the expense of someone or something else.

Consider this situation: Is there only one answer? Do we need to agree? Is there new information here that I haven't considered?

Of course, keep your point of view and speak up for values and causes that matter. But if your desire to be right overtakes you in any situation regardless of importance or relationship, a change might do some good. There is no joy in "winning the battle but losing the war."

Small changes made consistently over time can have a big impact on your life. And they are all actions you can take starting today.

Source: Originally published in USA's Success magazine <https://www.success.com/7-small-changes-that-will-make-a-big-difference-in-your-life/>

"Anyone who has never made a mistake have never tried anything new" Albert Einstein

10 things that require Zero Talent

1. Being on time
2. Making an effort
3. Being high energy
4. Having a positive attitude
5. Being passionate
6. Using good body language
7. Being coachable
8. Doing a little extra
9. Being prepared
10. Having a strong work ethic

"Your energy introduces you before you even speak" The Vibrant Mind

Leadership from a different perspective – Christmas

Editorial printed in the New York Sun in 1897.

We take pleasure in answering thus prominently the communication below, expressing at the same time our great gratification that its faithful author is numbered among the friends of The Sun:

Dear Editor---

I am 8 years old. Some of my little friends say there is no Santa Claus. Papa says, "If you see it in The Sun, it's so." Please tell me the truth, is there a Santa Claus?

Virginia O'Hanlon

The reply...

Virginia, your little friends are wrong. They have been affected by the scepticism of a sceptical age. They do not believe except they see.

Yes, Virginia, there is a Santa Claus. He exists as certainly as love and generosity and devotion exist, and you know that they abound and give to your life its highest beauty and joy. Alas! how dreary would be the world if there were no Santa Claus! It would be as dreary as if there were no Virginias. There would be no childlike faith then, no poetry, and no romance to make tolerable this existence. We should have no enjoyment, except in sense and sight. The external light with which childhood fills the world would be extinguished.

Not believe in Santa Claus! You might as well not believe in fairies. You might get your papa to hire men to watch in all the chimneys on Christmas eve to catch Santa Claus, but even if you did not see Santa Claus coming down, what would that prove? Nobody sees Santa Claus, but that is no sign that there is no Santa Claus. The most real things in the world are those that neither children nor men can see. Did you ever see fairies dancing on the lawn? Of course not, but that's no proof that they are not there. Nobody can conceive or imagine all the wonders there are unseen and unseeable in the world.

You tear apart the baby's rattle and see what makes the noise inside, but there is a veil covering the unseen world which not the strongest man, nor even the united strength of all the strongest men that ever lived could tear apart.

Only faith, poetry, love, romance, can push aside that curtain and view and picture the supernal beauty and glory beyond. Is it all real? Ah, Virginia, in all this world there is nothing else more real and abiding.

Santa Claus! Thank God! he lives and lives forever. A thousand years from now, Virginia, nay 10 times 10,000 years from now, he will continue to make glad the heart of childhood.

Stay away from negative people. They have a problem for every solution. Unknown

Getting Ready for the New Year!

CHANGE YOUR THINKING - CHANGE YOUR RESULTS

My team and I constantly ask ourselves, "How do we make the biggest impact on helping your clients get the results they want faster?" The powerful answer is for us to help change people's limited thinking or help them adjust their standards or habits to support their goals. So we encourage clients to nurture thought – provoking relationships and opportunities, thus creating more thought – provoking results. Big returns come from thinking smart.

Here's a simple assessment that will trigger thought and action. Rate yourself 1 to 10 on each question below (1 is low, 10 is high). Then take a few minutes to write down what actions you want to change in response to your answers.

1. How is my life working out?
2. How's my daily attitude; how happy am I?
3. How are my relationships with my family, friends, co-workers, coaches and mentors?
4. How's my health (weight, overall wellness, self-esteem, stress levels, etc.)?

5. How effectively am I feeding my mind? (How many books have I read in the last six months? What do I wish to become? Am I studying productively?)
6. How do I rate my lifestyle (my satisfaction with activities such as travel, exploring, attending fun events, etc.)?
7. Where is my income in comparison to where I want it to be?
8. How often do I give back to others?
9. How is my goal – setting? How satisfied am I with how my goals have manifested in my life?

Source: Tony Jeary (Read in my Success Magazine)

“Almost everything will work again if you unplug it for a few minutes.. including you” Anne Lamott

Key Factors for Successful Goal Achievement in 2020

I am making plans for 2020 in both work and play. If you are thinking about doing the same? I thought this may help turn your dreams into reality. Steve

