

MY CAREER, MY CHOICE

Create the blueprint that puts you in
charge of your career and life



BY SHELLEY HOLMES

My Career, My Way

*Create the blueprint
that puts you in charge of your career and life*

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The graphic features the 'makeadent LEADERSHIP' logo on the left, with the tagline 'Inspiring leaders to live, love, and lead remarkably so they and their company become 'rockstars' in their industry' in the center. On the right is a circular portrait of Shelley Holmes, with her name 'SHELLEY HOLMES' below it. At the bottom, a row of logos includes 'TRUSTED BY ...', 'Coca-Cola', 'QANTAS', 'COLGATE-PALMOLIVE', 'FLIGHT CENTRE The Airfare Experts', 'AUSTRALIA POST', 'REBELFM THE ROCK STATION', 'ABC', 'Rowland.', and 'school silkwood'.

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Associated Resources:

[Resources Handbook](#) (All exercises together in one handout the - easy for printing)

You can download all the exercises individually or as one document in PDF, Word or Pages format, by clicking the link above

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Introduction

In this book, you'll discover how to live with vitality and purpose, in a career you love for decades.

You'll discover how to become the type of leader and individual others aspire to role-model.

You'll discover strategies, ideas and tools that you'll easily adapt into your life and career to make it richer and more fulfilling.

Your time here on the planet is limited and at the same time long. Throughout the program I want you to be questioning yourself *"Am I making good use of my time on this planet?"*

And, because your professional life will take up at least one-third (if not more) of your life. We want to make sure that you are stepping through the days of your life with positive expectation. So, my aim is to help you rewrite the story of your life.

Mindset Is The Foundation to Results

This program is all about results. Throughout the program we are going to get you thinking about the results you are getting in your life. And what other different results you might want.

Then we'll look at the systems and behaviors that you're using to deliver those results?.

Some of the systems and processes I'll be sharing with you might be new to you. Some may be things you've known about for years, but haven't been using. And I'm certainly guilty of that!

And most importantly, we are going to look at how strongly aligned your mindset and attitude are toward going after the results you want.



Your mindset underpins everything.

I can share with you systems and behaviors, but if we don't challenge your mindset and paradigms or your thinking and psychology then you're never going to really get the results you want.

Your mindset and resultant attitude is one of the highest predictors of your success. Far more so than your raw intelligence, skillset and talent.

Any change you want to make - from redesigning a workflow, redesigning an organisation, redesigning your life starts with shifting comfort zones, mindsets and attitudes.

I'm sure you've experienced this in a work context. You've changed some systems and processes, only to turn around and find they aren't working. Because if you've got the same people, with the same level of thinking: thinking the same way, trying to use a different system or process, what happens is they try to get around the new system or process, because their actual thinking system hasn't changed. They go back to their comfort zone.

So we'll be digging deep into mindset and shifting paradigms in upcoming modules. Then you'll build the systems and behaviors you need to deliver the results you desire.

So, what I'm about to share with you in the next couple of chapters, is crucial to your career and life success. But before we get in too deeply, **I need to warn you about two things that could hold you back as you**

go through this training - and in life in general. Either two of these things could stop you dead in your tracks.



DANGER

DANGER

Warning!

**Two mindsets that can hold you back in life
and from getting the most from this training**

These two mindsets could hold you back

I need to warn you about two things that could hold you back as you go through this training. Either one of these things could stop you dead in your tracks.

The first is the thought of, "I knew that."

Often, we blind ourselves by thinking, "I already knew that" or "I've already seen it before".

Don't do that.

You may well have seen these and other similar ideas and tactics. It is one thing to know about something and quite a different thing to embed it into your DNA. I'm going to show you how to do this.

Another thing that can hold you back is, "I disagree!"

I know it is easy to go there. Some of the things I am going to teach you may seem counter-intuitive or even strange. Yet, if you give them a go, I think they will begin to see how they can have a positive impact on your life.

I've coached/run workshops for thousands of leaders. I've seen them applying these ideas. Watched their lives flourish. Living, loving and

leading remarkably as they move into their potential as a leader. I want you to have the same experience.

So, put aside any resistance or complacency. Play full out. Both in your learning and your application of the tips and tactics. If you do that I guarantee you'll transform your own and others' lives.

Loving your 100+year life





Take Action

Write down five words to describe what comes to mind when you think of someone in their 90s.

Now write down five words to describe how you want to look, feel, live in your 90s.



There's often a real disparity between what we think of people who are in their senior years, and how we think we will end living out our own senior years.

Why is it some people live a healthy and youthful 100 years, while others can barely get out of bed at age 65?

I'm lucky - I'm surrounded by people who are in their 80s and 90s who are living vibrant, full lives. One of my friend's Dad was still driving the tractor around their farm on his 95th birthday. Another friend Norma, in her 80s goes a few days a week to look after the oldies in the nursing home.

If you are like many people, the thought of getting old and ageing is depressing. Most people when I talk to them about living to 105 or more, (which the research is very clear, this isn't a possibility - it is more likely a probability) they shudder.

We are now in a time when science and medicine mean we can repair ourselves and replace many body parts that in the past we would have died from. And this is only going to continue.

You've Got Decades to Live - Not Exist

Regardless of whether the number of decades you've been alive begin with a 4, 5, 6, 7 or 8 – you've got decades to live – not exist.

You want to live the next 50 years of your life so they are extraordinary. And because the 100 year life is our new reality, there are many assumptions we have made about life that we need to rethink.

In the book *The 100 Year Life*, authors by Lynda Gratton and Andrew Scott talk about the three stages of life.

Three Stages of Life

Those of us over 30 have been raised with the idea of a traditional three-stage approach to our lives. First education, then work and finally retirement. But this approach is already starting to crumble as life expectancy rises and generous pension systems vanish.

Universities won't just be places for 20/30 somethings. We'll see people popping in and out of education well throughout their 60s and 70s. Some to continue studying for work, some for pleasure.

Are You Set Up to Stay Interested and Interesting for 40+ Years of Retirement?

Unless you are financially abundant and have plenty of projects in mind that will keep you interested and interesting for 40+ years, thinking you are going to retire and golf for the next 40 years is not going to happen. And who on earth wants to play golf for that long?

You'll be having multiple careers. A person could spend 30 years in the business world, 30 years as a doctor. You could be in and out of education. Working in corporate, and working for yourself. Bouncing between the two. It's a whole new world for employers and employees alike.

We are going to delve deeply into career throughout this program. But for the moment, let's think about your 100 year life.

Will You Be Thriving?

How do you rate your 100 year life?

The question you need to ask and the challenge you need to put to yourself is “How can I die healthy?”

Make your goal to go out of life dancing, not living out your final days on a couch or in a bed.

A longer health span means more time to enjoy the wonders of life, including relationships with family and friends, career building, knowledge seeking, adventure and exploration.

To live a full and rich life, you need to ensure you have health in these 5 areas of your life. Career Health, Relationship Health, Physical Health, Attitude & Mindset Health, Financial Health



Take Action

On a scale of 1 terrible and 10 remarkable, how would you rate your life right now.

	 Terrible (1)		 (5)		 Remarkable (10)
Physical Health					
Relationship Health					
Financial Health					
Mindset Health					
Career Health					
Physical Presence (body/face)					



Thinking about your health and vitality today, and the health and vitality of older people you know. How excited are you about living 100+ years? If you're aged somewhere between 45 and 60 and you're already grumbling about your weight, knees, loss of mobility, etc then you might want to rethink your current choices

Thinking about your relationships today (intimate, family, friends, community). How excited are you to be living a 100+ year life with those people in your world? How loved are you?

Looking at your finances today. How do you feel about living 100+ years? Will you be scrimping and saving through the last 40 years of your life? Will you still be HAVING TO WORK when you are 80+? Or will you be CHOOSING TO WORK during those later years as and when you feel inspired to do so?

Thinking about your mindset and mental health of yourself and people you know how are elderly. How thrilled are you to be living a 100+ year life? Is your current mindset and attitude setting you up to be one of the grumpy old greys sitting in the corner of the office? Or are you going to be seen as a modern elder, someone who is willing to learn and to mentor?

Thinking about your career and how you contribute to the world. How inspired are you to be working to 85 or so?

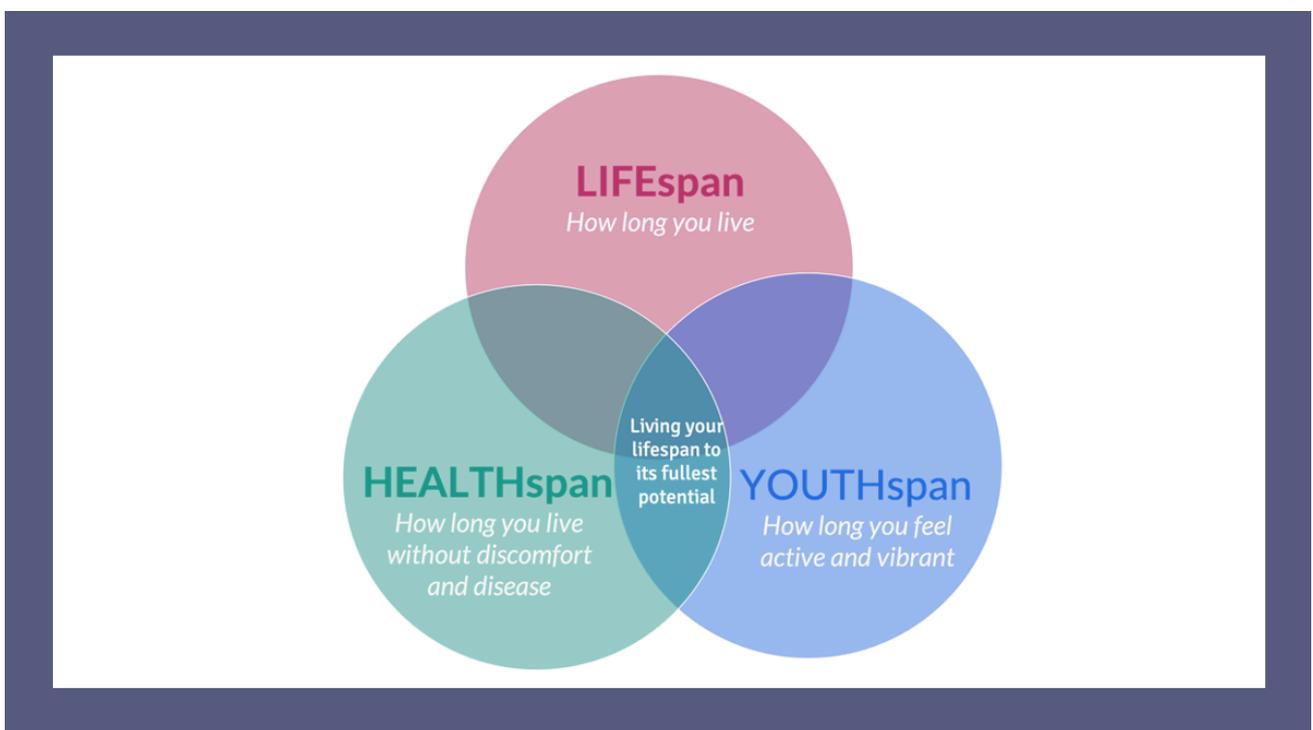
When you look in the mirror, how do you feel about how you look? Do you despair at the wrinkles and wobbly bits that don't belong to the image you have of yourself?

To live a fulfilling life we need to be mindful of all these areas throughout our entire life. For example, the research is very clear: relationships have a massive impact on longevity.

Complete the self-assessment where you can drill a little deeper - particularly in the health area, because without your health it can be challenging to get the other aspects of life to thrive.

Live Younger Longer

Your lifespan is how long you live. Your youthspan is how long you feel active and vibrant. And your healthspan is how long you live without discomfort and disease.



Imagine for a moment living through your 40s, 50s, 60s, 70s, 80, 90s, and into your 100s with the vitality and the joy and mindset from your 20s and 30s. How remarkable will that be?

Living longer – that’s going to happen. Living longer younger – that’s a choice!

What you don't want to do is to rely on health technology to fix you. Why live in pain and illness – not living fully - not contributing fully in the last two or three decades of your life?

I have several friends, who have had knee problems because they're overweight. They'll tell you it's for a whole bunch of reasons. But the reality is their weight has been a major contributor.

They are getting knee replacements in their 60s. But they have lived with debilitating pain through the decades of their 40s and 50s because the doctors say they are too young to have that surgery.

You don't want to live like that.

In an upcoming module we'll talk more about weight, because it really is a problem for most of us in the Western World. If being overweight were catching, we'd have been in lockdown decades ago.

Living through your 80s and 90s there are six conditions that people consider to be worse than death.

1. Bowel and bladder incontinence. Who wants to be living in a nursing home having a nurse or your loved ones wiping your bottom.
2. The inability to get out of it when you want.
3. Needing around the clock clear care
4. Needing feeding

5. Needing a breathing tube

6. Being confused all the time

I'm not trying to frighten you. Saying it is all doom and gloom. I'm saying it's about making different choices right now so that you will increase your chances of achieving your vision for your elderhood.

So, your homework is to start thinking about what you want for your elderhood. What do you want for your 60s, 70s, 80s, 90s, 100s. You can shape a better reality.

This couple supposedly in their 90s – some say 60s or 70, so depends which website you read. [View video here](#) You choose.

Isn't that how you want to live through elderhood? I've got friends still riding horses in their late 80s. They are great role models for me.

Take Action

We are going to go more deeply into this in upcoming modules, for now keep it simple and short.

For each category review your score from the previous exercise. Then list all **the positive things you are doing** that gets you to that score.

Then write down one or two **small actions** you could **take in the next week or two** to get you to **move up one point** on the scale.

Finally, **rate how committed you are** to taking those steps. If your commitment level to taking this action is 8 or less, cross it off your list.

Any commitment level lower than an 8 will be a chore and you won't do it - or do it well. So find something smaller to do that you will commit to doing

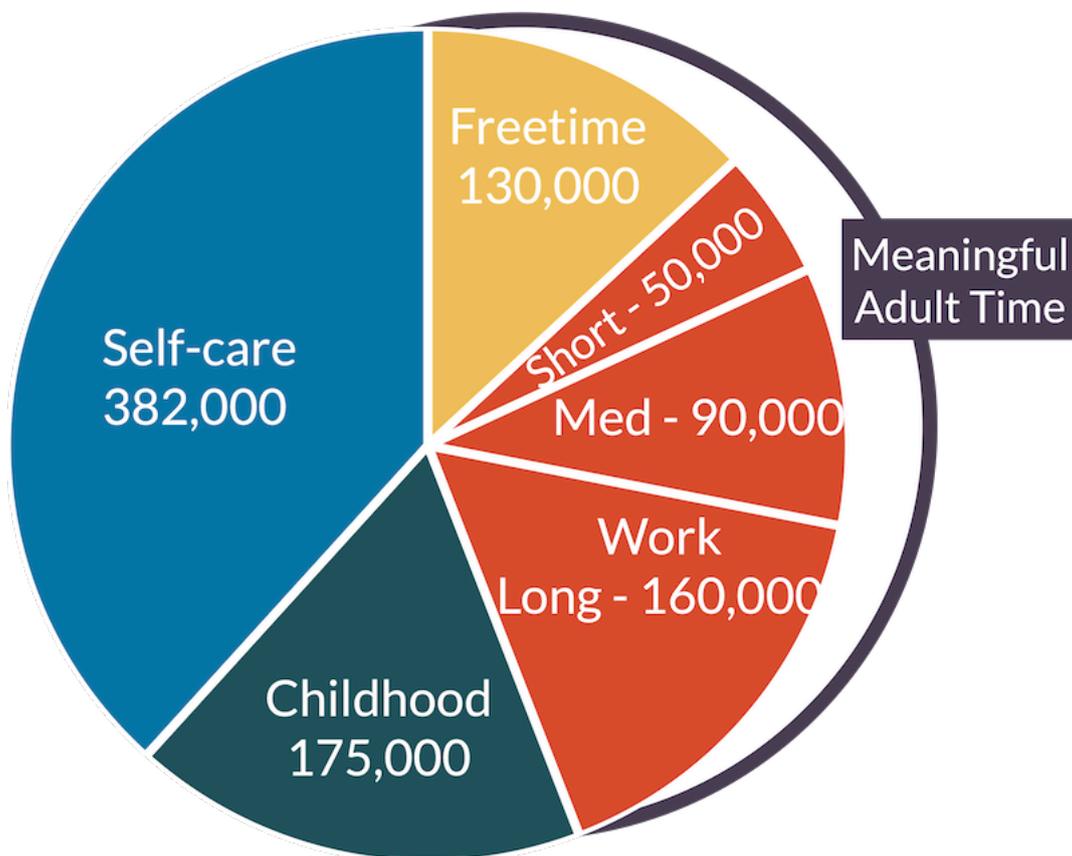
See the [Solutions Focus Training](#) for more on why this is crucial to your success.

	Score	Positive Actions Already Taking	One or Two Small Actions	Commitment Score
Physical Health				
Relationship Health				
Financial Health				
Mindset Health				
Career Health				

Are you using your time on this planet meaningfully?

Before we get to thinking about how to secure your career over the next 20-40 years, let's think about how you spend your time.

If we are going to live a 100-year life we are going to live 876,000 hours.



Around 175,000 hours is attributed to our childhood.

We will spend about 382,000 on self-care: washing, eating, sleeping, exercising, logistics etc

Free time for things like spending time with family, friends, hobbies and travel adds up to around 130,000 hours.

Work will be somewhere between 50-160,000. It will depend upon how much time you spend in and out of work. For example raising your family, travelling, taking sabbaticals, studying, maybe working part-time.

So our meaningful adult time is the joining of our work and free time. Which is around 300,000 hours.

A typical career will take up about 20-60% of your meaningful adult time.

Be a Chef, Not A Cook

It is something you want to be a cook about that and not a chef. A cook is someone who generally follows other people's recipes. Where as a chef is someone who creates from what they know and can imagine.

Unfortunately, many of us have fallen into the trap of being a cook in that we are following the dictates of others.

Start viewing your career through the lens of a chef. What deliciousness can I create in my life?

Think about your career for the moment.

Is your professional life Success-FULL or Success-EMPTY

When you think about the amount of time you spend at work, and think about your career ... are you feeling Success FULL OR Success EMPTY.

Many people look successful on the outside, while they're dying on the inside. They are at the pinnacle of their career but feeling success-EMPTY, not success-FUL.

Success and fulfillment are not mutually exclusive.

So, we are going to spend some time challenging some of your ideas around what you can expect from your career now and into the future.

Maybe it time to be a chef. Creating something that you truly own and love.

And that doesn't necessarily mean we are all going to throw our toys out of the cot and go off and become a yoga instructor, or go and save the orangoutangs in Borneo. It might be more about looking at how you can love what you are doing, whatever you are doing.

Before we go any further, I've got a small task for you to do.

Who do you work for?

Take Action

Write down the answers to these questions (please make sure you write them down as they will help you to underscore an important point).

1. Whom do you work for?
2. How long have you been there?
3. How long do you plan to stay?
4. What position do you currently hold?
5. What is the next position you would like to hold?
6. By when?



YOU hold the keys to your success

You own the business

If you answered the question, in the previous section, “Whom do you work for?” by putting in the name of the company you work for, you are already off-course.

Understand This ... You Are In Business For Yourself

You need a change in thinking ... because the reality is that you work for yourself!

You just happen to provide services to the organization that you work with, who is your #1 customer. If you wrote the name of your employer as the person you work for, then cross it out and instead, write in “Your Name” Incorporated.

It is time to start thinking of yourself as a business owner. Accountable for your own business success.

Think about it - what does a business do? It sells goods and services to customers.

What do you do day-in-day-out? You sell your services to a customer.

What you have on sale are your skills, attitudes, passion, and personal impact. Furthermore, if what you are selling the customer doesn't like ... they'll stop buying from you!

Here's a brutal truth:

No one else is responsible for, or even cares if your business succeeds.

Ok, your family might care ... but they certainly shouldn't care as much as you do!

Think about a small business that you regularly frequent. Maybe a family-owned store.

You might have been going there for years, and then one day there's a 'closed down' sign on the door.

You certainly won't feel responsible for that company's collapse. You might feel a little sad that these people you've dealt with for some years might be going through tough times. Most likely, after a few moments, you'll shrug and find somewhere else to buy what you need. For example, how quickly did people shift over from Blockbuster to Netflix!

The company you work with, the people you work with ... are the same. They might feel a little sad if you are no longer around - but they'll quickly shrug and get on with life.

So, this is your first high-performance mindset shift:

High-performance mindset shift =
I am in business for myself, and nobody cares about nor is
responsible for the success of my business

Here's what holds most people back

Here's what holds people back from higher income, greater success, and fulfillment.

Most people who see themselves as employees have a deeply buried belief that the company they work for holds the keys:

- ▶ to their career and job satisfaction
- ▶ to their financial and emotional success

That is a flawed mindset.

And please don't think that you are immune to this type of mindset. I've worked with CEOs and senior business leaders who at some level hold the belief that the 'company' owes them.

When you make the decision that you are a business owner who happens to have one major customer; you approach your life and your work with a completely different perspective.

Could you imagine a successful business, like McDonalds thinking:

- ▶ the customer is responsible for making sure they make a profit?
- ▶ the customer is responsible for ensuring their workforce feels happy and engaged each day?

- ▶ the customer should be grateful for the service/product they provide, and they've opened up their doors for business?
- ▶ the customer should make sure their employees have the skills and mindset to deliver the service they promised?

Yet, with an employee mindset, most people go to work feeling that way.

- ☒ 'They' (the company) need to keep me happy!
- ☒ They should pay me well!
- ☒ They must make sure I feel engaged
- ☒ They should be okay with whatever I do each day, even if it is sub-par. Because I've turned up for work, or because I'm under pressure
- ☒ They should provide me with training and development, so I have the skills they need

That type of thinking doesn't cut it today.

Like all businesses, the landscape of what your customer wants is relentlessly changing. To stay relevant, you must deliver services at the quality your customer wants (now and into the future).

You need to provide WOW to your customer. You need to be willing to change and/or improve your offering to the marketplace. So that you do not just stay in business, so that:

- ▶ you are the one who has still got a **remarkable career and income** when jobs are being downsized

- ▶ you are the one that is top of mind for **promotions**
- ▶ you are the one rewarded with **significant pay increases and bonuses**
- ▶ you are the one **assigned the most exciting** projects and rewarding challenges

You need to keep reinventing yourself. Blockbuster stores have disappeared. Yet Netflix, which started with a similar DVD model, continues to thrive. National Geographic likely would have gone out of business if they simply viewed themselves as a print magazine. Yet, they continue to flourish because they reinvented themselves.

You are no different.

You won't have a raving fan customer if you keep the employee mindset. Hanging around and waiting for your 'customer' to send you on training programs to make you a more attractive proposition.

Instead, think like a business owner who wants a hugely successful business.

Take full accountability for being at the leading edge of changes in your field. At the forefront of the latest thinking in leadership, personal growth and whatever else is vital to your ongoing success.

Still unsure whether this shift in mindset makes sense? Let's illustrate with an example.



Imagine your local coffee shop.

Each morning when you enter you are greeted by name with a cheery hello. There's a great vibe in the cafe, and you enjoy walking into it.

Your cafe owner makes precisely the coffee you love. The cafe owner has taken the time to get to know a bit about you. So, as she's making the coffee, she is asking about work and your weekend. Once the coffee is ready you leave there with a good feeling - and it isn't just because of the coffee.

That makes you a loyal customer, right?

However, imagine several new cafes opened nearby. Your café owner is feeling the pinch of competition.

Something changes in the air of the cafe. Her stress is starting to be felt! You're still loyal, but you aren't enjoying your experience as much.

You walk out of there with a cup of coffee in one hand and a cup of tension in the other. And, the owner doesn't seem to get that her business no longer has that great vibe that sets them apart.

Then one day, the café owner says to you ... "Things have been tough recently. I've got lots of competition now. I need to improve my business. I want to do a course in marketing, and another to up-skill myself as a chef, and another on how to manage people. Would you please pay for me to go on these courses?"

You'd think she is nuts, right?

As much as you like her, you aren't going to pay to grow her business!

Yet, people with an employee mindset do the equivalent of that all the time.

For example, even when people put themselves through education of some sort, there is still a level of thinking that their employer should be thankful.

That the employer is benefiting. And you know what, possibly your employer should support you in some way. Whether that's time off or helping to fund some of the cost. But you shouldn't expect it as a right.

Even the best of us can get caught in this trap of expecting our employer to be partially responsible for our prosperity.

If you want to live extraordinarily, you need to give that employee mindset of 'they owe me' a really good shake.

High-performance mindset shift =
I am responsible for my success and how I feel every day

And here's another reality check.

Whatever your tax return showed you earned last year is what the marketplace was willing to pay for your current skillset, mindset, and capability.

And, maybe more importantly what you believed your business was worth.

The reality is in your midlife you have to make some tough choices around your thinking and your mindset toward the next few decades of your life, and who is responsible for your satisfaction and success.

Make the wrong choice and you'll be clinging to the rock face, if not actually rapidly falling into decline.

Because there's one reality about this world we live in that you can take to the bank around your career and working life ...

Don't take it personally, but someone out there is working to make you obsolete.

Someone out there is working to make you obsolete.

Several years ago, Bill Gates said: *"I know in 18 months our products will be obsolete. Either we make them obsolete or our competition will."*

This is as true for us as individuals as it is for organisations.

Drones are now taking bricks off trucks, taking them over to where a wall is being erected, and another drone is directing them where to place the bricks to make a perfect wall. The average bricky lays somewhere between 500 and 800 bricks per day. These drones can do that in an hour!

Just 7 years ago, the way a plumber quoted a job, was that s/he would come to the premises. Take a look at the job. Go back to the girl in the office (normally his wife). She then sources prices etc from catalogues. Types up the quote and sends it to the customer. And a few days later the plumber hoped like heck they'd get the job.

Then in 2010 Apple launched iPads on the world. And if you're like me, watching the launch you wondered how they'd be any more use than a laptop! Boy oh boy - how they've changed our world.

Today, the plumber goes to do the quote. While there, s/he puts the needed parts and labor into an app on their iPad; shows and emails the quote to the client.

Then asks, "So, would you like me to go ahead?"

And, at the end of the job, s/he quickly logs on to their cloud based accounting system and emails the invoice directly to the client. While taking payment on their banking app.

Life certainly is changing!

Who, in 2010, could have imaged Doctors in the US, directing brain surgery in Mumbai via an iPad!

Dubai is set to replace 25% of their policemen with robots by 2030!

This isn't about making you paranoid. It's about asking the question, **"How will your job/career be different in 5 years time?"**

Many of the systems and processes you'll be using in five years time haven't been invented yet. If you can race into the future and then come back to the now, ideas that seem crazy now, may seem normal in 5 years time.

Technology will continue to replace jobs. But it certainly won't replace the need for leadership, problem-solving, teamwork, compassion etc.

However, one thing is for sure. Technology isn't your only challenge.

You must be acutely aware that your mindset and your desire for homeostasis is also working to make you obsolete.

With the 100 year life becoming a reality – we will be working 60+ years. It is certainly going to be challenging to plan for a 60-year career.

One thing is for sure. You will become obsolete if you are seen as the dinosaur in the corner. Not keeping your skills up - mental, technology, social, emotional.

To remain relevant and interested you'll need to be ready to keep reinventing yourself. Whether that is upgrading skills in your current profession or moving to a whole new field.

In the movie *The Intern*, Robert De Niro and Anne Hathaway gave us a good example of what the new world is looking like. 70 somethings taking direction from 20 somethings.

Chip Conley in his book *Wisdom at Work: The Making of a Modern Elder*, talks about Men-terns. Which is a combination of Mentor and Intern. You'll be learning from people younger than you and sharing your wisdom with them.

Chip says: "The secret to thriving as a mid-life worker in today's world: learning to marry wisdom and experience with curiosity, a beginner's mind and a willingness to evolve."

You'll want to continue to learn from the people around you and new technologies, as much as you will be a mentor to those who are younger than you.

Learning as much as teaching. 70-something taking direction from a 20-something.

The key is not to become complacent. Make learning your lifelong friend. Albert Einstein is attributed with saying, "Once you stop learning, you start dying."

The key to a long and successful career is to

- ➔ Stay curious
- ➔ Stay interested
- ➔ Stay interesting
- ➔ Stay healthy

And you know what's truly exciting? **You have complete control over whether you not just survive, but thrive in the years ahead.**

So, how do you set yourself up to have greater success? How do you make sure that you are a business in demand? Not one with the equivalent of a 'closing down' sign on the door?

Well, like all businesses there are three critical entities you must keep happy to avoid bankruptcy. Next, we'll look at whom you need to keep happy and why it is so essential to your personal and professional success.

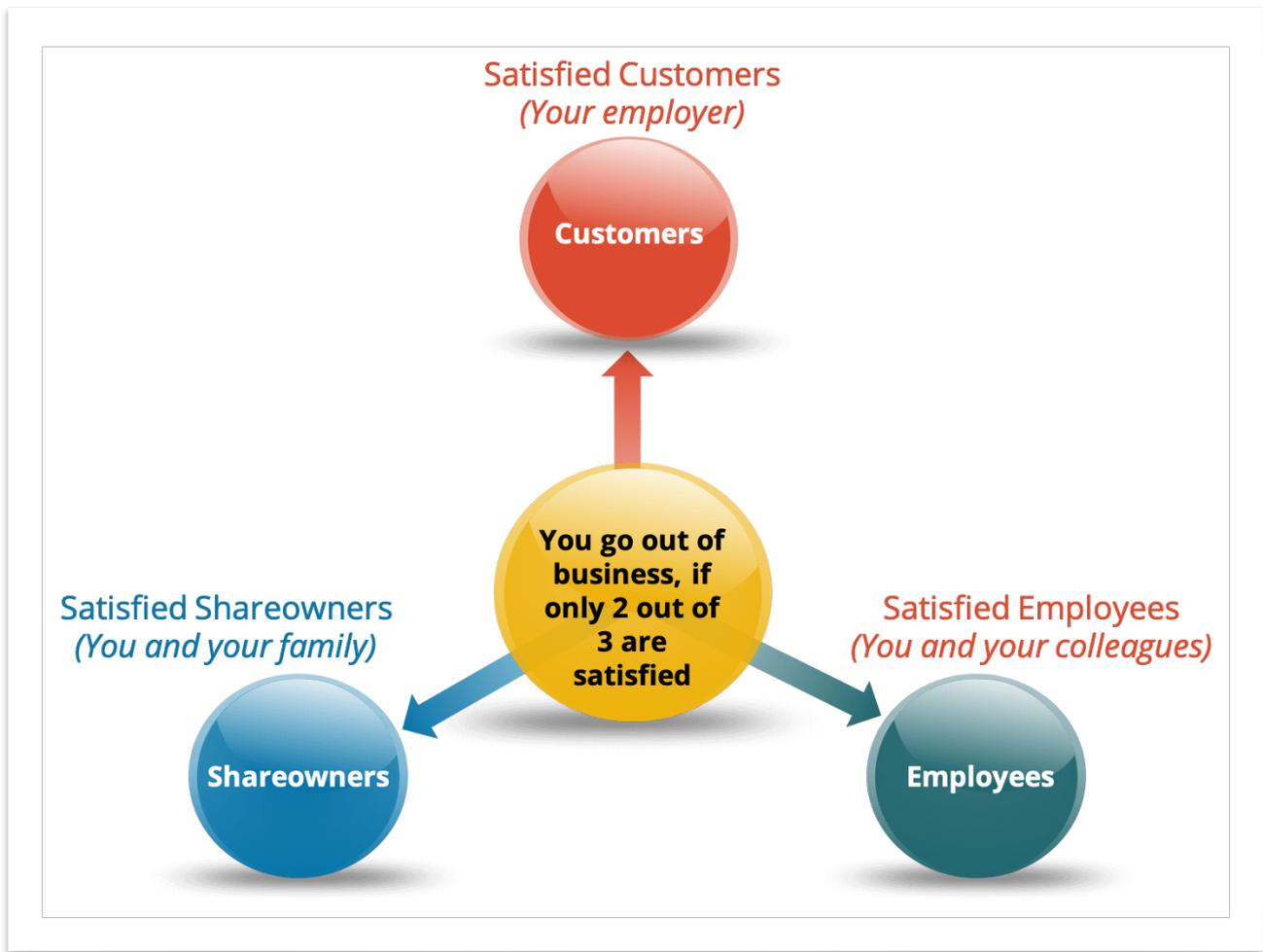


Make your customer a raving fan

Don't go out of business

This next tip is as true if you are a corporation as big as Apple, as it is for you are a small one-person business.

If you don't keep these three entities happy ... you go out of business. The three entities are - your customers, your employees, and your shareowners.



Day in day out YOU go to work for:

- ✓ one customer (the company you work for)
- ✓ your shareowners (you and your family) and
- ✓ your employees (yourself and the people you work with – your colleagues and your direct reports)

The fastest way to go out of business is to keep only two out of the three entities, that have a vested interest in your business, happy

How well is your business thriving?

- ▶ Is your customer a raving fan of the work you do?
- ▶ Are your shareowners (you and your family) over the moon with the financial and emotional returns of your business?
- ▶ Are your employees (you and your work colleagues) excited and engaged to be with you each day?

The reality is if you are only keeping 2 out of the 3 of these very interested stakeholders happy ... you'll be declaring business bankruptcy!

Either financially - the company you work for will eventually move you on.

Or, emotionally - you'll be stressed and unhappy. Taking it out on your family and your work colleagues.

Here's something worth contemplating ...

Are you the equivalent of Apple?

Would your 'customer' line up for six days in a New York winter to be the first to buy whatever it is you are selling?

Are you passionate about each day?

Going to work with a spring in your step?

Are you at the leading-edge, sharing new thinking and inspiring the people around you to shift to new levels of performance?

Are you earning the income and working the hours that delight you and your family?

If you aren't saying, 'YES' to each of these questions, you are putting yourself at risk.

Let's avoid that!

Because if your customer, your shareowners, and your employees are giving you a 'meets expectations' rating, you are at risk.

If you are dragging yourself into work, mostly uninspired and unhappy with the work you do each day, you are at risk.

If the people you work with – your peer group and your direct reports don't like working with you, you are at risk.

If you are working long hours and/or going home grumpy and stressed, taking your unhappiness out on your family ... you and your family are at risk.

If your salary isn't where you want it to be, you'll have unhappy shareowners!

In the rest of this program, we'll make sure that your answers to the above questions are 100% in the affirmative. You'll get the mindset and the tools to ensure you are inspired to live, love and lead remarkably.

High-performance mindset shift =

I am focused on creating a business that the people who are important to me and I are delighted with

Here's an important distinction

Survival in today's environment isn't enough.

For your business to thrive, we need to make sure you've got the mindset and the skillset that keeps you relevant in this fast-moving world.

For example, Dubai is set to replace 25% of its policemen with robots by 2030! Would you want to be in the 75% that is retained or the 25% who will be out in the wilderness?

And this is as true if you own the business, as it is if you are working in a corporate company.

As we mentioned before, your skills and capability only make up a small part of the equation around your success. Mindset and attitude are key. Next, we are going to go a little deeper into your mindset and how to keep it at the leading edge ...

Because there are two words that shift someone from an employee mindset to high-performance mindset.

Let's discover them next.

Shifting from a have-to mindset



Stop the resistance

Here's the key that unlocks the difference between an employee and a business owner mindset.

At some level a person with an employee mindset has resistance. For some people, this resistance blares at the decibel level of a Def Leopard concert. For others, it is just white noise.

Where does this resistance come from? Well, it comes from your mindset.

The key word in stopping resistance is **'have to.'**

With an employee mindset, people are coming from a place of *"I HAVE TO go to work." Or, "I have to study so I keep my job, or so I can get a promotion."*

A business owner mindset comes from the place of *"I WANT TO go to work. I want to study because I'm responsible for the success I get in my life".*

Whenever you are 'have-toing' on yourself, there is a certain degree of resistance. Often you don't even realize.

At some level, the 'have-to' mindset stops you. A 'have-to' mindset hinders your ability to do anything with excellence. Whether it is working on getting a promotion, through to tidying up your bedroom.

Think of a teenager who feels they “have to” tidy their room. When they ‘have-to-do’ a job like this, they do it well enough to get the pusher off their back. They are unlikely to do it with pride and excellence. You’ll go into that bedroom, after they finish, and find all manner of things stuffed under blankets, beds and in drawers.

With a have-to mindset, there isn’t the intense vibrancy, the complete engagement, and commitment to your goal.

Imagine shifting your mindset from “I have to do this,” to “I want to do this.” There is a world of difference between thinking you ‘have to’ do something, then thinking I ‘want to’ do this.

When you live your life on an “I want to” basis you completely change how you show up in the world.

There are only 2 ‘have-tos’

The reality is that there are only two have-tos in this world. One is to be born, and the other is to die. Once you move from the fully dependent baby stage; everything in your life becomes a choice.

You don’t have to work! You don’t have to pay taxes! You don’t have to look after your kids! These are choices.

Let’s explore these statements a little more.

You don’t have to pay taxes! Sure, avoid the taxman long enough, and you could well find yourself in prison. You might be thinking, well ‘see you DO

have to pay your taxes'. In fact, you don't. You have a choice. Pay your taxes or go to jail? Which would you rather?

It is your choice.

Just like it is your choice to work. Sure, if you choose not to work, you'll likely find it harder to survive. But you don't have to work. You get to work; you choose to work. Because you prefer the benefits that come from working over the consequences that come from being out of work.

It is up to you how you show up for work ... and the consequences of the attitude, skillset, mindset you bring to work.

In his book, "Man's Search For Meaning" Viktor Frankl wrote about his experiences in Concentration Camps during World War II. He concluded that no matter where we find ourselves, no matter the circumstances that surround us in our life, the one thing over which we will always have power is the freedom to choose our attitude.

"...in the final analysis, it becomes clear that the sort of person the prisoner became was the result of an inner decision and not the result of camp influences alone. Fundamentally, therefore, any man can, even under such circumstances, decide what shall become of him - mentally and spiritually. He may retain his human dignity even in a concentration camp" Viktor Frankl

The choice is YOURS. In the moment what choice will you make about your attitude toward ANY given experience/incident/event?

The difference between successful people and those who fail - is not in what they do. It is about how they are thinking and feeling about what they are doing.

Most of us will never experience the horror of a concentration camp. However, few of us are diligent about taking full responsibility for our attitude in every moment.

What do you choose: To Feel Inspired or to Feel Desperate?

When you wake up in the morning and think, *"Ugggh I don't want to go to work, but I have to."* STOP, take a few moments, and think about all the benefits work brings to your life. Then, as you lay there in bed, start to think about the consequences (short and long-term) of going or not going to work that day.

Then make your choice.

1. Stay in bed and live the consequence of that choice, or
2. Get up and go to work dragging your sorry butt in there. Full of gloom and doom. Making it miserable for yourself and everyone around you. And accept the consequence of that choice, or
3. Get up and go to work with a spring in your step. And live the consequence of that choice.

Whichever choice you make align yourself with it.

For example, if you decide to get up and go to work, then your little mindset game becomes:

"I choose to get up with a spring in my step. This is my idea. I choose to go to work. I like this, I love this, it's my idea. Because I could choose to stay in bed, I could choose to go to work grumpy. Instead, I'm making a choice to be inspired and inspiring. I don't have to go to work. I get to go to work. This is MY idea. I choose to like it. I choose to love it – because it is my idea to go. I want the positive consequences that go with this choice".

Sometimes your options and their consequences just plain suck!

But it is still your choice.

High-performance mindset shift =

When I make a choice, I turn to it with passion

Sure, sometimes your options aren't always fun – but it is always your choice.

Even if someone has a gun to your head and says, "Run, or I shoot." You still have a choice. You can start running or you can stay still and get shot.

It's your choice and your consequence.

It's astounding how much more energy and good fortune you'll have when you live with a mindset of "I choose to, want to, like it, love it, it's my idea."

High-performance mindset shift =
I choose to, want to, like it, love it ... it's my idea

Instead of thinking about what the organization 'has' to do to keep you happy or you 'have' to do to keep a job, you'll start to focus upon,

- ▶ How can I make my business flourish?
- ▶ How can I live, love, and lead remarkably?
- ▶ How can I be a "Rockstar" (both personally and professionally)?

I learned this concept from Lou Tice, the founder of the Pacific Institute and deliverer of the program Thought Patterns for High Performance. This program transformed my life and introduced me to this type of thinking. I've been living with a 'want-to' mindset for well over 30 years. It's a fantastic mindset.

If you want to find out more about Thought Patterns for High Performance, email inspiring@makeadentleadership.com

With a 'want-to' mindset there'll be no more victim mentality for you.

No more blaming others for things that go wrong in your life.

You'll be thinking deliberately about the consequences of the choices you make and owning them!

Take Inspired Action

List all the “Have-tos” in your life <i>(example: go to work)</i>	List all the “Want-tos” in your life <i>(example: ride my horse)</i>

- ★ Think about how each of the two lists makes you feel.
- ★ How can you change your attitude around the have-tos?

I promise you, if this is the only thing you do in the entire training, it will transform your life!



Are you in the right place?

Identifying what lead you to this place

If you've made it this far, you've decided that you are in business for yourself. Well done you!

Now it is time to make sure that you are in the right business.

How did you get to be doing what you are doing today?

By deliberate choice?

By accident?

Because it was what your parents expected?

Knowing that you are in the right role is critical to your business success.

Two reasons people get out of bed: Inspiration or Desperation

There are only two reasons people get out of bed – inspiration and desperation. The day you wake up and ask yourself the question, "*Why am I doing this?*" and you don't have an inspiring reason (for you), is the day you start to operate from desperation.

In your lifetime you are going to spend somewhere between 90,000-160,000 hours working. That's a lot of time to be spent in

desperation. You want to spend your hours on this planet in a deeply meaningful way ... whatever that means for you!

Think it's not practical?

Well, my sister loves talking, laughing, and traveling. In her 20s she skipped off overseas and stumbled her way into becoming a tour director for Contiki. Not only did she survive in this role – she thrived.

In the early parts of my working life, I tried on several careers (or thinking as a business owner ... businesses). From Secretary, to Shorthand/Typing Teacher, to Real Estate Agent, to Waitress to Money Market Dealer, to Nanny. I was lucky enough at one point to stumble into HR, and I'd finally found my way home.

What about you? Do you feel like you're doing the work that makes your heart sing?

Keep in mind that making your heart sing doesn't always mean starting a brand-new profession (although it could). It might mean just tweaking what and how you do things so you can get on track to where you want to go.

Sometimes all it needs is a bit of tweaking

Indeed, my career is testament to this. Once I understood this concept of 'thinking like a business owner,' my life changed. I realized that the role I was in, (People and Culture Leader at Colgate-Palmolive), was fulfilling on many, many levels. However, it could still be improved.

Over a period of about 18 months, with a lot of negotiating with my senior leadership team, I transformed my role.

By the end of the 18 months, I was primarily working on things that I loved to do and were working to my strengths. I'd managed to delegate/give away most of the other tasks/responsibilities. Those things that I wasn't particularly good at and/or didn't like doing.

I also spent time thinking about the impact I was having on others. On how I could up the ante on how I was showing up. On how I inspired and led the people around me. (And trust me, I got it right sometimes, and wrong sometimes! That pesky Emotional Intelligence of mine still needed work!)

You too can do this. It does take a bit of negotiating with your bosses. A bit of willingness to take risks. However, if you go in with a good plan that ensures your customer wins, everyone else involved wins, and you win, it will be hard for anyone to say no.

If you haven't already done so, download the [Ideal Job Activity](#). It may be a useful tool to help you think about the types of tasks and activities that light you up.

Your aim, in using the Ideal Job Activity and in the upcoming exercises and modules is to design your business precisely the way you want.

Designing YOUR business means you'll need to put in place the fundamentals all good companies have.

Like all businesses, you need to have a rock-solid business plan, a rock-solid vision and mission statement and a rock-solid action plan. All of which will set you well down the pathway marked success!

In upcoming modules, you'll be digging deep into creating each of these essential documents.

Take note: Even if you know you aren't in the right job or role, you still want to build the foundation of your business plan. It will enable you to have much greater clarity about the roles you pursue. You'll be better equipped to convince the people, who are on the hiring team, that you are the right person for the role.

Shortly, we'll start building those all important documents, but before we get to that we are going to decide if your career is weighty.

Take Inspired Action

Grab a journal, or Evernote and answer the following:

- ★ What led me to this job/role? (Look deeply at the choices you made along the way, good, bad, indifferent)
- ★ If I could do anything I wanted, and be assured that I'll live the lifestyle I wanted, would I still be doing this role?

() Yes, absolutely () No, I'd be doing something else

- ★ Do I wake up each morning, excited to face the day and eager to get to work? Why?

If you aren't feeling happy with the answers to the above questions, give some thought to how you might change roles - or even career - so that you can get happier.



Is your career weighty?

De-bulge your waist, boost your career

Let's look at the impact of your weight on your career, your mental healthy and agility, how you live your life, and why you want to get rid of those pounds and not yo-yo back to 20kgs heavier 12 months down the track.

By the way, if you think I'm skinny, this won't apply to me. Think again. In a few moments I'll share with you what is known as skinny fat and how that could be impacting on your longevity and ability to sustain a rewarding career.

Weighty has a few meanings:

1. Of great seriousness and importance

So, in this context, is your career something that is making a difference? Something that you feel is a valuable use of your time?

2. Having a great deal of influence on events or decisions

Are you someone who is shaping the company you are working within. Shaping how you live your life?

3. Heavy - weighing a great deal

Is your career putting a spring in your step or dragging you down? Figuratively it is an extra tyre you are lugging through your life.

But I also wanted to play on this a bit. Are you carrying more weight in your body than is good for you? Because if you are living in the western world, there's a high probability that you are overweight or obese.

And, I've started to wonder if some of the reason we are piling on the pounds is because of our careers.

Let's talk about the obesity epidemic. And, those of you who are are feeling a bit smug because you're not overweight or obese and are thinking of skipping this bit ... get curious and keep moving through this material :)

Are you Skinny Fat?

It might be you're one of those people that science calls skinny fat, where you look good and your blood works good, but fat's accumulating around your organs.

There are two types of fat. And one of these fats is really doing harm to both fat and skinny people alike and people aren't generally aware of it.

Subcutaneous Fat

Subcutaneous fat is the fat you can pinch with your fingers. It's the fat that you get sucked out of you during liposuction. It is stored just under your

skin and as you get fatter the cells multiply. It is nowhere near as dangerous as visceral fat.

Visceral Fat

The fat laying deep inside your abdomen is the more perilous fat.

Visceral fat surrounds your organs. It doesn't multiply. The same cell expands and envelopes your organs. As it expands it pushes out on your spine (back pain, migraine, joint and knee problems). But more worrying is that visceral fat is linked to heart disease, diabetes, breast cancer and multiple other health issues that impact on your longevity.

For the past several decades we have been experiencing a tsunami of obesity. In most developed countries two-thirds of adults are overweight or obese.

Weight and Discrimination

So it's more than likely that you are overweight! And that is creating real problems for you and your career. Because whether you like it or not, if you're overweight or obese there is a high probability that you're being discriminated against.

Researchers at Michigan State University found weight-based discrimination consistently affects every aspect of employment, from hiring to firing, promotions, salary hikes.

When allotting projects and assignments managers will choose normalized staff in place of their plus-sized colleagues.

They also found that by gaining weight during the course of your career, you might earn a lower yearly income from 2.3% to 6.2% irrespective of the levels of professional success you've attained.

The bulk of research has also shown that the bias tends to be felt most by overweight white women, who are battling both the glass ceiling and the stigma of being heavy. A 2004 study by Cornell University found that when the average white woman puts on an additional 64 pounds (29 kg), her wages drop 9%.

Steve Siebold: Consultant to Fortune 400 companies and author of the book "Die Fat or Get Tough" says

"We are living in such a politically correct society where we are deluding ourselves into believing overweight people are not discriminated against. Many employers look at obese candidates and immediately think, 'this person failed in controlling their own health, how are they going to run a division?'"

We may not like this, but it is our world.

Costs to Employers

The probability of being absent from work increases with increasing body weight. For example, here in Australia, overweight people are 32% more likely to miss work, with obese people 62% more likely, and the morbidly

obese more than 118% more likely to miss work than their healthy weight counterparts.

Furthermore, the average duration of absence was longer for obese individuals.

More likely to have workplace injuries

There is evidence to suggest that obese employees are more likely to have workplace injuries and twice the number of workers comp claims. The most common injuries are back, knees, hands, wrists and fingers.

These statistics help you understand that whether you like it or not, being overweight, being obese, isn't just costing your health, it's costing your career prospects and your hip pocket, because even though they shouldn't employers are going to have a bias against you.

But even put aside these biases, there's some evidence that being overweight does have an even more worrying impact on your career capability.

Weight and Impact on Brain Capability

Having more belly fat is associated with a decrease in total brain volume. Numerous studies confirm the impact of obesity on cognitive function, particularly executive function.

The executive function includes such things as planning, flexible thinking, focus, self-control, goal setting, decision-making, attention and verbal learning.

This means you aren't as sharp in your thinking as you could be. Sure you might already be brighter than your skinnier colleague sitting next to you, but you could be a whole lot more if you had less fat around your belly.

Could you stand to drop a few kgs?

What about you. Do you think you're just a bit tubby and you could stand to drop a few kgs? Or maybe like me, you have been deluding yourself?

Do you know how to measure if you are overweight or obese or not?

Two ways obesity is measured

BMI or Body Mass Index, is a popular measure, but may not be the best measure of obesity. There are three prime reasons for this:

- ➔ It doesn't account for body fat percentage or fat distribution
- ➔ Doesn't take into account the person's body fat vs muscle
- ➔ It was created from data from white Europeans, so people like Asians and Polynesians results can be misleading

BMI is measured by weight in kilograms divided by height in meters squared.

So a couch potato and an elite athlete both 6 foot tall and weighing 90kg, have the same BMI (26) - classifying them both as overweight. Probably an accurate indication for the couch potato - not so much for the elite athlete.

Waist to height ratio is possibly a better measure than BMI.

Measuring your waist circumference is a pretty good measure because it gives you an indication of whether you are at higher risk of metabolic complications. Things like heart disease, stroke, Type 2 diabetes etc.

So what's the magic numbers.

If a man's waist is 94cm or more and woman's is 80cm or more they have an increased risk of metabolic complication. However, if those measurements jump up to 102 and 88 cm respectively your risk levels become significant.

So go grab your tape measure!

Now, for a number of years I've been overweight. And I knew it. But here's the interesting thing, like many people I didn't think of myself as obese.

But guess what I was. I had been deluding myself. But not only had I been deluding myself the results in my life were a reflection of my weight. The bigger I got

- ➔ the more my health declined
- ➔ the more business I lost (or didn't get)

- ➔ the duller my mind became
- ➔ the unhappier I was
- ➔ the more difficult it was to move - getting in and out of chairs etc.

But I kept saying to myself - it's ok 'If I compare my self to ... she is bigger than me'. I'm not too bad." And that's a real problem.

Who you hang out with dictates your results

Research is pretty clear. Who you hang out with dictates your results. In everything from wealth to weight.

If you're hanging out with rich people, you've got a fairly high chance you're wealthy too. If you hang out with people who live an active lifestyle — good chance you'll be active too. Couch potato friends - couch potato you.

If you're hanging out with overweight people, pretty high chance you're going to be fat too.

2020 was a catalytic year for me. Reading the "100 Year Life", turning 60 and Covid all came together to inspire me to look deeply at my life and how it was unfolding. And I didn't like what I saw. So I decided to do something about it. And I did a 90 day transformation.

But you know what my waist measurement was, and as of today's writing still is ... well above the best practice 80 m for females. Since my 90 day transformation, I'm getting closer and I'm working towards achieving that goal - because now I understand why the 80cm is such a

great biomarker for how I can give myself my best shot to avoid all those yuckies like heart disease, cancer, dementia etc.

Look in the mirror

For the moment, I want you to get honest with yourself. Because the next 40, 50, 60 years of your life are going to be impacted by the decisions you make today. And I hope that I'm inspiring you to take charge of your life ...

Look, those stats I shared with you earlier are pretty awful. And, while weight discrimination is no doubt unreasonable and should not be accepted, you CAN take steps to take charge of your life and weight.

You're no doubt great at your job and have the necessary qualifications and energy levels to perform and be awesome in the workplace.

However, by taking a few steps to deal with the extra inches, you could be doing your health, career, and professional success a huge favor. So now, I want to share with you some principles you want to be mindful of when you decide to get rid of the kgs that aren't serving you.

Remember the warnings I shared at the start of this training - "I disagree" and "I know that".

What I'm about to share with you now, some may be new to you but much of it is common sense. You'll likely already know that. But have you been putting it into action?

So don't cross your arms with a "know that" attitude. If you've got love handles, or even if you don't have love handles, stay with me through the

next bit, because the information, particularly if you take action on it, could be life-changing for you and maybe for someone you love as well.

As well, some of the info I'm going to share might make you feel uncomfortable. So you could slip into "I disagree" mode, or maybe even "I don't like that mode"

Remember mindset and attitude are the foundation to results. So sometimes you have to get a bit uncomfortable to break out of a comfort zone.

So the next question I'm about to ask you is probably going to offend some of you ... but remember play full out to get different results ...

Would you rather be fat or ugly?

Which one would you rather be in terms of your career? Fat or Ugly?

Well, it seems unattractive workers are viewed with sympathy. While fat people evoke bias. They've got no self-control, they're lazy.

The thinking is something along the lines of, you can't control your ugly genes, but you can control how much you eat or exercise. And that happens to be a flawed premise.

It's all about your genes

Just try harder to get skinnier. Is like saying to a short person - just try harder to get taller. And the science now tells us that being fat or skinny is in our genes too ...

Up to 70% of us are predisposed to being overweight or obese.

In fact, there are key genes responsible for the way your body burns, stores and transports fat. There are genes responsible for protection of lean muscle mass, genes responsible for appetite, cravings and mood.

Researchers have been able to identify these genes. And, how they behave in a lean person's body vs in an overweight person's body is completely differently.

The genes responsible for fat burning, fat storing, appetite, moods and craving are completely opposite in a lean person's body to an overweight person's body.

Now in earlier times, because we were moving more, and there was less food available, if you had genes that expressed themselves in a fat way - well it wasn't such a problem.

But, the widespread abundance of food we have today, along with a growing sedentary lifestyle means, unfortunately, in our modern environment we're overfed and undernourished.

Not only are we overfed and undernourished there's a whole bunch of other environmental factors that are causing us to pile on the pounds.

- ➔ what you put into your body,
- ➔ how much you move
- ➔ everything you are exposed to in your environment
- ➔ toxins in your food and water,
- ➔ toxins in products you use in your home and cars
- ➔ stress etc

impacts how your genes express themselves. The good news is that if you want to lose fat, regain muscle and strength, and be mentally and physically healthy, there is much you can do to re-tune the expression of your genes. More on that in a moment. Let's look at traditional diets for now.

Weight Management and Diets

We certainly aren't lacking in diet and weight loss programs. From Jenny Craig, to the watermelon diet. There's a diet out there that likely you have tried.

The good thing is that many of them work.

Bad news is many of them work in the short-term, but are not sustainable for the long-term. You end up in that yo-yo. 90% of people are heavier 12 months later.

Eating Movement Thinking - good approach - not the full story!

If you google weight management there are about 17 million hits. Most of these programs hold the view that it is about calories, exercise and mindset. Eating, movement, thinking. That's a very good approach, but not the full story.

What we want is something sustainable - not yo-yo.

So I'm going to share some principles with you that I discovered during my research for the weight management program I eventually used.

As a sidebar: I'm very big on being careful with the language that you use (whether it is the self-talk that goes on inside your head, or what you say to others).

Therefore don't say you are losing weight.

That is going to set you off in the wrong direction.

Whenever you lose something, what do you do? You go looking for it. So don't lose weight instead manage it.

Think that's a bit corny? Who would you rather report to: a Team Leader or a Supervisor?

Back to the principles I discovered and used in my weight management journey

Some of them won't be startling news, but they are things to consider if you want to drop the kgs so you can increase your earning capacity, your longevity and joy for life.

There's a 3rd element at play beyond Eat Less, Exercise More

Now we often think that weight loss boils down to just two things right? Eat less and exercise more.

But there's a third element that is at play.

Resting Energy Expenditure

It's called our resting energy expenditure.

Everyone has what we call an internal body engine, which consists of your organs and your lean muscle. Your body engine is always running and burning calories. As long as your body engine is running properly, you'll burn calories naturally.

But that's not a reason to not exercise! You and I both know that exercise provides way more benefits than just weight management.

Throw Out The Scales

When focusing on reshaping your body you shouldn't stand on the scales as it doesn't tell the true/full story. The kilos you are losing is it fat or is it muscle, or is bone density? Your scales won't tell you that.

Your body composes these 4 elements,

- ➔ Water
- ➔ Bone
- ➔ Fat
- ➔ Muscle

Throw away your scale, your body weight is irrelevant.

What is relevant is your percentage of body fat and lean muscle tissue.

Those two indicators are more important to your health and longevity than your body weight. So throw out your scale.

Focus on Body Reshaping not Weight Loss

You can have two bodies, with the same weight and height - one person looks a lot heavier because they are carrying fat. You appear thinner when your muscle percentage is higher.

Any body reshaping you do, you must focus on getting your fat percentage lower and not losing muscle mass. Unfortunately most diet programs, strip you of muscle rather than fat.

In most diets, what happens is people lose water, fat and muscle.

Losing muscle means your metabolism slows down

Many scientific studies show that in most diets up to 40% of the weight lost is muscle. And that's a real problem. Because, it slows down your metabolism. Which means you are burning less calories.

In fact, for every half a kilo of muscle you lose, as part of your resting energy expenditure (in other words, just sitting around) you burn 25–40 cals fewer each day.

Biggest loser contestants were tracked by the journal Obesity. Several years after the program had finished they had regained weight and the most shocking thing was, is that their metabolism and leptin levels, never rebounded to what they were before the show.

When your metabolism slows down you regain fat fast

So, someone finishes their diet and goes back to normal eating. Because their metabolism has slowed down their body is burning so much fewer calories that they actually gain more weight than when they started.

So, when you are losing muscle as fast as you are losing fat, you are going to regain fat very fast.

Four Keys to Successful Weight Management

1. Improve metabolic rate (burn more calories)
2. Preserve lean muscle
3. Appetite and mindset (teach the brain you are full and satisfied)
4. Enhance your gene expression

The program I recommend

The program I settled on is called TR90. TR90 enables you to maintain or gain lean muscle (which means it keeps your metabolic rate up). The program uses a combination of supplements to help your genes express themselves in the best possible way, an eating plan and exercise.

Supplements are crucial to helping your overweight genes express themselves differently

The supplements are a crucial part of helping your overweight genes to express themselves so that they act and behave like lean genes. And after doing my research, that's why I settled on this program.

When you link the supplements with a clean diet, rich in protein and exercise, the result is your body strips fat, which ends up being a leaner, healthier you and me.

I certainly know that as I have released the fat and continue to reach toward my body's potential my thinking, mindset and general attitude toward life is back to where it was several years ago.

Yes, I do get a commission, if you click on the link and purchase the program. I can't give you their supplements for free, but I can share with you the eating plan.

The Eating Plan

You build a healthy meal 3x/day using the following guidelines

- ➔ 2 portions of Burning Foods (protein)
- ➔ 1 portion of Storing Foods (grains, cereals, pasta)
- ➔ 1 portion of Color Foods (fruit, vegetables)
- ➔ 2-3 snacks (choose 1 fruit or vegetable portion)
- ➔ Limit fats, fried, processed, sugary sweets sauces

BUILD A HEALTHY MEAL—3x/day

BURNING FOODS

Choose 2 portions

- Fish
- Lean meat
- Dairy, eggs, cheese
- Beans/legumes
- Nuts, seeds

STORING FOODS

Choose 1 portion

- Grains
- Cereals
- Pastas

COLOR FOODS

Choose 1 portion

- Fruits
- Vegetables

2–3 SNACKS Choose 1 fruit or vegetable portion

LIMIT Fats, Fried, Processed, Sugary Sweets, Sauces

HOW DO I FOLLOW THE PLAN?

Estimate portions based on hand signs



Protein from Meat Sources:

Size and thickness of palm of hand (not including fingers).

Ex: chicken breast, pork chop, fish fillet



Protein from Non-Meat Sources:

Size and thickness of fist.

Ex: low fat cottage cheese, unsweetened Greek yogurt



Fruit and Vegetables:

Amount that can be held by open hand.

Ex: asparagus, radishes, carrots



Legumes, Whole Grain

Bread, Nuts:

Amount that can fit into cupped hand.

Ex: quinoa, brown rice, oatmeal

- When determining portion sizes of grains, cupped hand refers to fully prepared grains (not dry and uncooked).
- Grains can be replaced by extra servings of vegetables, but not vice versa.

Regardless of whether you use the program I landed on or something else. Do work on keeping your body in the shape that enables you to:

- ➔ live a full and vibrant life
- ➔ have more energy, clarity and good health
- ➔ improve your mood and mindset

Creating Your Inner Compass



Taking leadership over your life

Without question, writing a vision statement can be one of the most powerful and significant things you can do to take leadership over your own life. In writing it, you are taking a step to identify greater meaning and transformation to the work you do in your life.

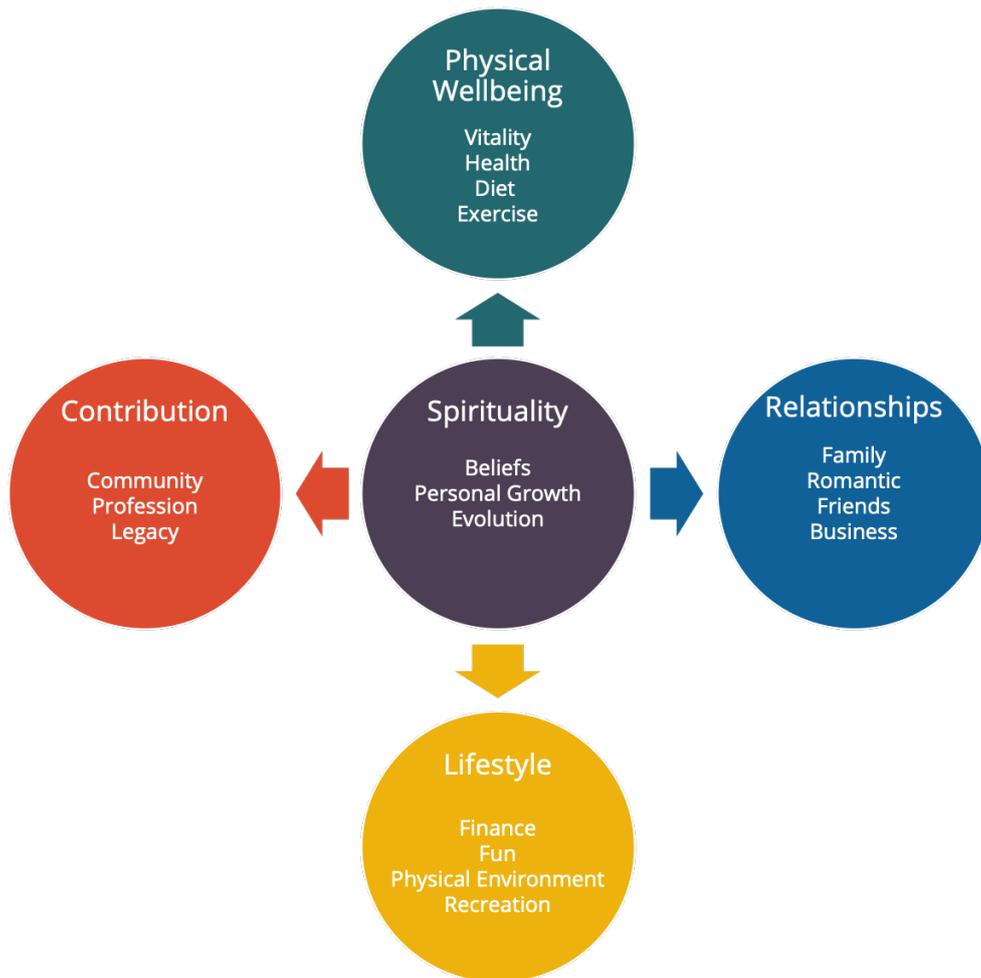
It's like deciding which wall to lean your ladder of life against and then giving you a reason to climb. It will be a compass – a strong source of guidance amid any stormy seas and pulling currents of your life.

In a nutshell, a personal vision statement will create a framework for a purposeful life, provide direction to guide the course of your days, and help you make empowered choices about your life. It is your unique story for the world and gives expression to your life's journey.

Is that enough of a reason to invest your time?

Your life is a Tapestry

Your life is woven together, like a tapestry, by these threads:



Each of these threads weaves simultaneously through your life, adding richness and colour that make this journey uniquely yours. It is likely, that at times in your life, you will focus on one or two threads within your tapestry more than on others.

However, when you integrate and focus on each of these threads simultaneously, then you will have a distinctly bright tapestry that is your treasured life experience.

As we mentioned earlier, the reality is, that most of us spend most of our waking hours at work - which has a significant and profound impact on how we live the rest of our lives.

Therefore, in this program we are primarily focused upon creating your Inner Compass for your professional life. However, you can (and should) also do these types of activities for all areas of your life. And you'll find activities for the rest of your life in the [Potential Into Reality program](#).

For now, you are going to think about how you want to live the hours of your life while at work, then put strategies in place to create something that leaves you fulfilled.

Side Bar

It is well worth reading Tim Urban's post [The Long Tail of Life](#). His article gets you thinking deeply about the hours you have ahead of you and how you wish to use them.

Be clear on your direction, intent, decisions

Here's a not so secret, secret! Remarkable organizations and individuals have a **deliberately designed** Inner Compass. Their Inner Compass guides the choices they make, where they focus and prompts them to become the type of person that galvanizes others.

In fact, all the big players in town have them (Apple, Virgin, Southwest Airlines, Zappos):

Vision	Where you are going
Mission	How you do it
Principles	Behavioural guidelines and standards to ensure you are the best version of you
Goals	Your big, long-term goals
Three to Thrive	The three actions you must do daily to achieve your goals
Initiatives	How you are going to achieve your goals
Metrics	Tracking how well you are doing

You (or any business) don't have to spend time on creating your Inner Compass. But boy that would be a mistake.

Those people (and organizations) with a clearly defined picture of where they are going and how they are getting there, have always led those who don't.

You are either living your Compass or someone else's.

Rarely Do You Get A Blinding Flash

Some people find their calling in a blinding flash of inspiration.

For example, a friend of mine, after attending a personal development program, realised that her calling was to run a program to help people move beyond the pain of dealing with the suicide of a loved one.

She'd had five suicides in her immediate family and friends circle, (including her mother and sister). And, it is an amazing program, delivering remarkable results.

For others finding their Inner Compass comes over time as you respond to a series of signposts and indicators that, when put together, let you know that you are heading in the right direction.



Take notice

This foundation can take time to build

Don't fuss if you can't get your Compass on track straight away. It can take a lot of reflection and discussion with others.

While we have several exercises coming up to help you identify your Inner Compass, a powerful process is to take notice as you go about your day-to-day.

The next time you feel energised and empowered, and like the best version of yourself -- the you that you wish you could be all the time -- **pay attention to what you're doing in that moment.**

Write it down. Do this for as long as it takes until you see a pattern emerging. It won't necessarily be the activities themselves -- but the reasons you are feeling inspired will have something in common.

Take Inspired Action

In Alignment Exercise - Identifying Your Interests ...

Throughout the week, capture specific events and activities that indicate when you are either in or out of alignment.

Definitions:

In Alignment: Feelings like: confident, absorbed, content, engaged, energized, time is flying

Out of Alignment: Feelings like: bored, drained, pressured, worked up, resistant, numb, time is dragging

For example, for Shelley - in alignment would be, working with people and inspiring them :) Out of alignment would be doing bookwork e.g. BAS Statement :(

Here's what to do:

1. Grab a spiral bound notebook (or your favorite note taking app on your phone).
2. At the front of the book write at the top of the page:

I am in alignment when:

3. At the back of the book write at the top of the page:

I am out of alignment when

Throughout the day (don't leave it to the end of the day to do this exercise, it won't work), when you get the sense that you are feeling in or out of alignment, open the notebook up and write down exactly what you were doing, as many specifics as you can.

5. Try to think back over recent weeks of things you've been doing that you could put into either list.

6. After a week or two, look at your lists and order from most to least, to get a sense of where your magic is!

In Alignment (Most to Least)	Out of Alignment (Most-Least)

Expect frustration and twist and turns!

Developing your Inner Compass can mean setting off on paths that may end up being the wrong path. Think of yourself as Frodo Baggins from the Lord Of The Rings, or Harry Potter. There may well be many twists and turns until you find your way home.

It may take several months and drafts to come up with an Inner Compass that feels entirely right for you.

In fact, you will find it is a dynamic, never-ending story.

As you grow and develop so too will your Compass. The essence of it will likely remain, but how it is articulated will evolve as you evolve.

Your Compass is much like the concrete foundation in your house upon which you lay carpet. Now and then you may decide to change the carpet in various rooms in your house; however, it is rare that you radically change the shape of the rooms (but not unheard of!)

As with the change in carpet, when you re-work your Compass, there may well be a change, freshness, or a difference in the texture and colour in your life, but the foundation remains relatively stable.

As you write (and re-write) it, test it with the question, "Does this speak to me? Is this really what I want my life to be about?"

Your Compass should help you to understand and put some words to the dent you wish to make in the universe.

Doesn't Necessarily Mean You Are Going To Change Humanity

Defining your Inner Compass doesn't mean that suddenly you walk the world stage. Most of us aren't destined to do that.

Maybe it is your life's purpose to change the world! Perhaps it is also something far more straightforward - like

- ▶ to become all YOU have the capability to be, or
- ▶ to influence the people around you in a positive way, or
- ▶ to be a kind and loving parent, or
- ▶ to be a fair and just leader, or
- ▶ because of your energy, your community becomes more loving and peaceful.

In fact, as you think about your Compass there are three levels that you could think about how you want to make an impact:

1. Humanity (helping the world)
2. Group (multiple people at once)
3. One-to-one (individually)

For most of us, our impact is going to be in a group or one-to-one basis.

Your purpose is the essence of what you contribute to the world simply by virtue of who you are, rather than because of what you know, own or can do."

Thomas Leonard, founder father of professional coaching

Even though you may not be destined to walk the world stage, there is much you can learn from those men and women who have done so.

Let's look at two highly influential leaders, who developed a clear Inner Compass, of how they wanted to make their dent in the universe. One you'll know, one maybe not so much.

Two Leaders Whose Strong Inner Compass Ignites the World

You may have never heard of Majora Carter. However, she is a woman with a compelling vision.

Majora is all about Greening the Ghetto. She believes everyone deserves to live in a world that is sane, happy and healthy.

If you want to spend 20 inspiring minutes, I [highly recommend her TED talk](#). It is a powerful insight into a person living with passion and a willingness to commit to her ideals. From her passion for making the Bronx a better place to live, she has gone on to influence sustainability around the world.

And, what about Nelson Mandela? After 27 years of his life lost behind bars, he came out and said, *"Hey guys let's focus on how to help the country and ensure that no man is treated poorly."* He was an extraordinary man.

Extraordinary because he had an extraordinary psychology. He wasn't focused on the past. Not focused on the hurt. Not focused on a To-Do list. He focused on what is ultimately most important – making a positive contribution.

Without doubt, in his 20s he didn't start with that mindset or that grace. He grew into it. He grew into the world leader we all knew and admired.

You could be just as impactful – maybe not on a world scale – but certainly within your realm of influence.

Have a zest for life

Having a clear vision and principles to live by provides you with the fuel and the motivation to have a tremendous zest for life.

It doesn't necessarily mean that you'll be doing anything different from what you are doing today. It just means that you'll show up with forethought, focus, and resilience. So, when you get to the end of your life, hand over heart, you'll say, *"I've lived a great life!"*

It doesn't mean your life will be perfect and you'll always have Disney days.

There will be days where things will be off-kilter, and you'll wonder why you bothered getting out of bed.

Yet, over your entire year, you will more regularly feel fulfilled and on track.

Please don't be concerned that when you create your Inner Compass you must be upbeat, positive, and perfect all the time. You don't – none of the leaders I mention were or are flawless angels!

Nonetheless, they did make remarkable impacts because they had a strong vision, a set of guiding principles and were consistent in inspiring themselves and others to do extraordinary things.

What are people saying about you?

It's time to make this real.

Take some time and imagine you've handed in your resignation, and you left the company a week ago today. What are the people you worked with saying about you?

Are they talking about how inspiring you were?

Are they talking about continuing the culture you left behind?

Wanting to role-model themselves on you?

If you feel a bit of a twinge at doing that exercise – knowing that a lot of what is being said is probably not something you want to see on Facebook ... then it's time to get working on creating your Inner Compass. Create that guiding light for your life and the daily choices you make.

*What you do today, how you show up, how you treat others,
where you focus are critical to you leaving the dent in the
universe you desire.*

Take Inspired Action

Imagine it is 10 years from today ...

You've left the organization you are currently working with. The people you are working with right now, the people you are influencing daily are still there. They are sitting around doing 'remember whens' and your name comes up.

If this were an ideal world and you'd accomplished everything you have in your heart and mind ... What are the three things you would most like them to remember about you and your impact on them?

1

2

3

Given your behaviors and actions over the past year or two, what are the things they are most likely to remember?

What attitudes or behaviors do you need to enhance or improve to be a remarkable leader and influencer?

Here's another exercise I suggest you do for the next month.

Reflect on the last 24 hours

Grab your journal and reflect upon the past 24 hours.

- ▶ What things did you do and say that were you being at your best?
- ▶ What things did you do and say that were you at your worst?
- ▶ What things did you do and say that were you just going through the motions?
- ▶ What things did you do that you are proud of?

Seriously, take some time and reflect on this.

All the great leaders and high-performance people I have studied are passionate about reflection and journaling. They believe that these two tools are the cornerstones to transformation.

Let's turn our attention to creating the first part of your Inner Compass – your Vision Statement.

Warning: I should point out: I don't want you to keep going through this program and not doing the Inspired Action Activities. That would be like a swimmer studying swimming, but never getting in the pool!

As you are having a go at the upcoming activities, be comfortable with it not feeling like it is 100% accurate. Know it isn't your final draft. Keep moving forward, because as you continue through the program, you'll start to get insights and ideas, that could help you strengthen your Inner Compass

So, do the exercises. But don't bog down and stop because you haven't nailed your perfect Vision, Mission or Guiding Principles. This is the work of a lifetime!

Your vision should inspire YOUR world

Anything that happens in this world begins with a Vision. The chair you are sitting upon right now started with someone dreaming and thinking about and visualizing chairs. The clearer the picture of what you are trying to achieve, the more likely it is that you will create what you want.



Imagine someone dreaming, thinking, and visualizing desks, while he or she wants to build a chair. They might create something – but it won't be that comfortable!

All those men and women who changed the world or had an impact in their community ... had a strong vision and then dared to grow into the person that could fulfill that dream.

- Richard Branson - Have fun in my journey through life and learn from my mistakes
- Marva Collins - Every child wants to learn and achieve
- Bill Gates - A computer in every home
- Bill & Melinda Gates Foundation - We seek to unlock the possibility inside every individual. We see equal value in all lives.

- Oprah Winfrey: Be a teacher and be known for inspiring my students to be more than they thought they could be
- Elon Musk: If something is important enough you should try, even if the probable outcome is failure
- Tony Hsieh from Zappos – Let's Deliver Happiness
- Majora Carter - Everyone deserves to live in a world that is sane, happy and healthy
- Sir Ken Robinson – Let's transform education
- Brene Brown - Help people live whole-heartedly

Use these leaders as inspiration to help you grow into the person who will make the dent in the universe that you desire.

World Impact or Community Impact?

To be an impactful leader who transforms, you need to be clear about what you are trying to do.

Having a strong vision can take two forms.

The first can be a strong vision around how you want to change something about the world. Lech Walsea hoped to bring down Communism. Emmeline Pankhurst wanted the right for women to vote. Karen Spencer wants to improve the quality of care for vulnerable children.

As mentioned in the last section, not all of us are meant to walk world stages. However, we are all destined to have an impact on our community, and on the people we interact with every day.

Which brings us to the second type of vision; having a clear view of how you show up day-to-day and the impact you have on your community.

You have probably never heard of Ashtara, Steven Ball, or Rick Spann. Yet these three people have had a profound impact on the person I am today.

And, while none of their visions would be called world-changing ... they each had a definite picture of the impact they wanted to have on the people in their circle of influence.

It thrills me to know that as you and I work together, you are becoming a ripple in the pond. As your vision shapes your thinking, you will grow into being a leader that has an impact that lasts generations. The person you inspire tomorrow, because of whom you became today, will go on to do the same.

For example, I recently had the wife of a client call me and say, *"Shelley, I just wanted to say thank you. Bob is the man he is today because of the work you have done with him. It has had a profound impact on our family and his team. Everyone is benefiting because of whom he is becoming."*

Nothing on a world stage, but certainly one that is positively impacting Bob's and my own communities as we both grow and learn and become positive role models for the people around us. But before we get to

creating your vision statement. It is important to understand that you have to get beyond job titles if you want to be truly inspired and inspiring.

Your Vision Isn't Your Job Title

Identifying your Vision doesn't just have to do with your job description or the specifics of your work. It has to do with how you bring yourself to your work, regardless of what that work is.

Describe the Business You Are In

Imagine you are at a dinner party, and someone asks, *"And what do you do for a job?"*

I'd guess you say something like, *"Oh, I'm the Marketing Manager at Blah Blah Company"*.

If it is a 'sexy' company like Apple or Disney or Virgin you might get peppered with questions about, *"What is it like to work there?"*

However, if you are like most people you work for a company that is run-of-the-mill and not that interesting to the person you are speaking with. You are likely to get an *'Oh that's interesting'* response, to your job title and a change of topic.

Imagine though, if you answered the *"What do you do for a job?"* question with something like: *"I guide the people I work with to clear thinking, so they change people's lives and have fun doing it."*

Do you think you'll get an *"Oh interesting"* response and change of topic?

Do you think that response might intrigue your dinner partner? Do you think they might get the sense that you are someone they'll want to know more about?

Do you think that response (or whatever it is that speaks to your heart) might get you out of bed with a spring in your step?

And here's the deal.

It might be easy, when describing the business you are in, to just say your current job title or occupation. However, is that the business you are truly in?

To shift from being good to remarkable you must get behind your job title.

You need to think about what it means and the impact you want to have.

When you get behind your job title, you'll shift from a person going through life - to an individual who is flying.

One of my clients describes his 'business' as:

I create workplaces where people come together to create products that help people take care of our planet.

Can you see that there is no mention of what he does? It is more about the type of work, the sort of industry, the kind of thing he is passionate about. He is committed to greening the planet.

As a 'business owner' he could be a Sales Manager, an Engineer, or the CEO. Any one of those roles will still enable his business to be on track to living a life that matters to him.

For example, when I was working in the corporate arena, it would have been easy for me to say that I was in the business of being a People & Culture Leader. Or today, it would be easy for me to say that I am a Leadership Coach.

However, neither of those titles paint the full picture of the real business I am in. Unquestionably, those titles give a hint about the type of business I am in - something to do with people. But not the real nuts and bolts of what I do.

When I was a People & Culture Leader the way I described my Vision for my business was:

I inspire our team members to develop the mindsets and systems that enable them to perform their best at work. When we do this well, both the individuals and the organization profit.

Which now that I look back at it, is way too clumsy and wordy!

Today, in my current business I describe my Vision as:

Everyone deserves to work with a transformational leader.

Can you see how those vision statements get me focused on the impact I want to have in the world? It's an explicit declaration. There's no 'how' we are going to achieve the vision. That comes in the mission statement.

Another example is a client who is a senior executive at a local Council. He is passionate about creating open, clean-living spaces for his community. Nothing to do with people. But his passion for beauty in his community inspires his team to want to give their best.

So, his response to the "What Do You Do" question is, *"I lead a team that creates open, clean, living spaces for this community to enjoy."*

Imagine how quickly someone would turn aside if his response had been, "I'm the Maintenance Engineer for the Council." It is more likely the person would start to berate him with 'how lazy council workers are.' Instead, people want to engage with him about what he does and how his passion drives his world and impacts others.

Your vision statement can give you laser focus. Reminding you of what is truly important for you to make your dent in the universe.

The point is, **you need to get to the bottom of that question: "Why do you do this job?"** Because if you are just in it for money, power, or prestige, or because you couldn't think of anything else, or it was your parent's idea ... you're probably not going to end up feeling particularly successful.

Don't short-change yourself, your employer, and your loved ones. If you really are just in a job, then maybe it is time for a change.

And that doesn't necessarily mean a change in job. It might mean a change in your mindset and attitude.

*You cannot inspire others unless you are inspired
yourself*

Your Vision Statement Should Evolve

As you grow and develop your Vision Statement grows with you. If you've got the same vision statement in 10 years as you do today, either you nailed a big stretch vision, or you aren't growing!

Have a look at how Microsoft's Vision has changed over the years:

1980's – A pc in every household and every home

2013 - To help people and businesses throughout the world realize their full potential

2015 - Empower every person and every organization on the planet to achieve more.

High-performance mindset =
*I am inspirational because I have a clear vision
and follow it up with inspired action*

Take Inspired Action

Get clarity on your inspiration

Imagine you are celebrating your 100th Birthday. Write the speeches that you would like to hear from:

Closest Friend

A Grandchild

Work Colleague/Direct Report

Your Partner

In ten years

What do you want people saying about you?

What DON'T you want people saying about you?

In one year

What do you want people saying about you?

What DON'T you want people saying about you?

What lead you to this job/role? (Look deeply at the choices you made along the way – good, bad, indifferent)

If you were to wake up every morning, excited to face the day and eager to get to work, what would a day like this look like?

What are you good at (skills/talents)? When do you know you are shining? What do others tell you, you are good at?

Tasks/Activities I Love To Do, and Do Well (Q1)	Tasks/Activities I Love To Do, And Don't Do Well (Q2)
Tasks/Activities I Do Well, That I Dislike (Q3)	Tasks/Activities I Don't Do Well, and I Dislike (Q4)

What topic of conversation can you get lost in for hours? Or when you go to the library or a bookshop where do you find yourself lingering the longest? What podcasts/Ted Talks etc do you immerse yourself in?

Guidelines for crafting your Vision Statement:

Regardless of whether you are crafting a vision statement for an organization or an individual, use these guidelines:

1. Clarifies direction and purpose – “How do I want to have an impact?”
2. Inspires enthusiasm and commitment
3. Bridges the present and future
4. Is memorable, clear, and easy to understand
5. Written in the present tense
6. Less than 25 words

It is useful to let your first attempt at drafting your Vision Statement sit for a couple of weeks. When revisited if it still describes the image, and generates the same level of commitment/enthusiasm, that it did as you drafted it, then it is a fitting statement.

Start to draft your Vision Statement

Crafting your mission statement

Describe how you will achieve your vision

The next step is your Mission Statement. Here you are setting out how you will execute your Vision and what makes you unique.

Like the Vision Statement, these elements are the same regardless of whether you are developing a personal mission statement or an organizational mission statement.

These elements are:

- **What:** Customer needs you are attempting to fill, not what products or services you are providing
- **How:** The tasks, technologies and/or methods you will use to fulfill those needs
- **Who:** Your primary customers are
- **Why:** Reasons and motivation for the work you do
- **Distinctive Competence:** What you want emphasized; What makes you different; What you want your customers to think of you



Guidelines for Crafting Your Mission Statement

1. Be broad enough to allow flexibility in its implementation, but not so broad that there is a lack of focus
2. Provide a template for decision-making
3. Be clear and understandable
4. Be brief enough to be remembered
5. Reflect your distinctive competence
6. Address your business' fundamental reason for existing

Be careful! I'm sure you've seen it. Corporate mission statements filled with buzzwords that are so complex, no-one can remember them. That do nothing to inspire. Don't let yours be the same.

My current mission statement is:

Vision: Everyone deserves to work with a transformational leader.

Mission: Inspire leaders to be 'rockstars' at transforming people, planet and profit by providing engaging, practical tools and information which are:

- ✓ Based on well-supported research
- ✓ Proven to work in high-performance environments

Because people and businesses deserve to thrive and transform

Can you see that I could use that mission statement, regardless of whether I work for myself or work within a corporate environment?

Using the elements in the model above – this is how my mission statement breaks down:

What: Inspire leaders to be remarkable 'rockstars' at transforming people, planet and profit.

How: Engaging, practical tools, and information

Who: Leaders

Why: Because people and businesses deserve to thrive and transform

Distinctive competence: Based on well-supported research. Proven to work in high-performance environments

Can you see how this mission statement helps drive my decision-making around what I do and focus upon?

For example, if I didn't have the 'based upon well-supported research' component, it would be easy for me to grab any junk off the internet and share it with the leaders with whom I work. Not knowing if it is proven to work. Not knowing if it is capable of being applied across multiple scenarios.

By having that statement (well-supported research), along with the 'proven to work' component, I ensure that the people I work with are getting blue-chip information ... not urban myth!

Here's another example. This is Brene Brown's Mission statement (from her LinkedIn page)

Develop and deliver accessible, relevant and research-based offerings to individuals, families, communities, organisations and schools so that people have the emotional, cognitive and behavioural foundation they need to show up, be seen, and live braver lives

What: People have the emotional, cognitive and behavioural foundation they need

How: Develop and deliver research-based offerings

Who: Individuals, families, communities, organisations and schools

Why: For people to show up, be seen, and live braver lives

Distinctive competence: accessible, relevant

Like your vision statement, your mission statement is not set in concrete. Business, organizational, and world changes dictate that your primary reason for existence and your distinctive competency will change. Your intent may not change, but how you deliver your service may well do so.

For example, an organization that manufactured horse-buggies in the 1800s will have a different mission statement today. Yet they are still in the business of creating transport solutions.

Your Vision & Mission are a Date With Your Comfort Zone!

As you create your vision and mission, keep in mind that the purpose of a vision and mission statement is to stretch boundaries and comfort zones. To give you a sense of what could be. You are defining the future you want to create, and it should be something that captures your heart and imagination.

It is likely that it will also frighten you a little.

For example, inspiring people to be 'remarkable' 'transformational' leaders or 'rockstars,' as a concept, was, in fact still is, scary for me. Because, even though I'm great at coaching leaders to remarkable levels, I'm not always remarkable myself! It means that I must focus on raising my standards. Walk, more fully, my talk.

Do I get it right 100% of the time? Of course not! However, it is stretching me into my potential. As I keep my eye on my vision it is transforming the way I live, love, and lead!

Career satisfaction doesn't come from what you do. It comes from whom you get to be as you are doing it.

The more vivid you make your vision and mission, the more likely you are to achieve it. Don't worry if they're a little vague to start with. You can tighten them up as time goes by.

Leadership is about transformation

And here's something you can take to the bank! Leading means that you are going to get things to change somehow. Whoever heard of someone saying, "Follow me in an ever-tightening circle!" Leading means spiraling out – or sometimes taking a complete right turn and starting on a new path.

Leadership is about transformation. It is rare that you ask people to follow you to a new destination without challenges being thrown your way.

Challenges that mean you need to transform as a leader. Transform your thinking, beliefs, and communication style to enable yourself and your people to succeed.

The way you lead and inspire others is your brand. It is whom you are known as and what you are known for

You can tease out more about your brand, as a leader, in the [Starting Your Ideal Leadership Role With A Bang](#) program. Even if you aren't starting a new role, the exercises in this program are a great complement to the training you are getting here in this program.

Take Inspired Action

Describe your mission using the five elements:

What: Customer needs you are attempting to fill (not the product or service)

How: Tasks, Technologies, Methods

Who: The primary customers are

Why: Reasons or motivations for the work you do

Distinctive Competence: What you want emphasized, what makes you different, what you want customers to think of you

Create your guiding principles

Every movie or book has a theme or premise. For example Romeo and Juliet the theme is "Love is worth dying for," The premise in The Wolf of Wall Street is "all-consuming greed will destroy you." The theme in the movie The Greatest Showman is "I am who I'm meant to be, this is me."

So, your next activity is to come up with a one-sentence phrase that describes the principle by which you will guide how you show up as you bring your Vision and Mission to life.

Make it a positive (moving-toward statement), not a negative statement (moving-away from statement)

Don't worry if you don't come up with something that you are entirely happy with the first time through. You'll likely find you'll have many iterations as you keep working this process.

My Main Guiding Principle is:

**I am a lighthouse that guides and inspires people
to see their way forward, so that they can perform to their best.**

I can easily explain to others the concept of being a lighthouse:-

I shine the light for people on where they could steer toward. To help them avoid the rocks that might sink them. But I don't do the actual work

for them. I know that with a small amount of guidance and information, they are more than capable of making different choices that better serve them.

It helps remind me how I want to behave when I am leading and inspiring others: coaching and guiding, lighting the way, but not telling or prescribing.

So, the imagery of a lighthouse is vital to me. It helps remind me that anyone I am interacting with is always in charge of their own ship. That it is always their choice and decision on how they act and what they do with their life.

The song that I would use to describe how I show up in the world and that inspires me is “I Can See Clearly Now” by Johnny Nash (but I prefer the Gladys Knight & The Pips version!)

This principle and song remind me of times when I felt completely on purpose and engaged in what I was doing. Coaching and encouraging people to see beyond their limitations and thinking. To seeing their way clear to achieving their hopes, goals, and dreams.

When I hear “I Can See Clearly Now” my heart lifts and I feel pulled in the direction of being at my best.

I know when I makes choices and decisions using this principle and song as my guides that I will be more regularly making choices that energise and engage me.

You should be able to explain your main guiding principle to others in a few words and they really 'get' who you are and what is important to you. It should be meaningful to you and make you feel excited and engaged.

For example, another person's guiding principle might be:

"Front Page News – I ensure that we only do things of which we are proud and would like to see on the front page of the morning newspaper".

Their theme song is Hero by Mariah Carey.

Raise Your Standards

Now that your Main Guiding Principle is in place, it is time to plug in your supporting principles (the ideals) and the personal standards (the behaviours) to which you are willing to hold yourself accountable.

Your principles and standards are clear statements that help you to have clarity around how you behave and lead. As you apply your principles and standards, people will have greater trust in you because you are reliable and consistent in:

- ✓ how you show up,
- ✓ how you make decisions,
- ✓ what you focus upon,
- ✓ where you put your energy,
- ✓ what you expect from others.

This isn't about putting in place a 'should' that you feel obliged to live up to. It is about what you want to do that will make you feel that you have been consistently your best.

Your guiding principles are the moral compass by which you navigate your way through the choppy waters of life.

The principles and standards must be emotionally meaningful to you ... not what you think others think you should be like. It needs to resonate with the core of who you are. Keep in mind, as you evolve, so too will your Principles and Standards.

Out of doing this work, the principles and standards that guide me are:

- ⇒ Don't let the external interfere with your internal
- ⇒ Do what you damn well please, but accept the consequences
- ⇒ Take responsibility for what is going on in your life, and never lay blame
- ⇒ Live fully, laugh out loud each day
- ⇒ Speak to yourself and others with power, positivity, passion, and pride
- ⇒ What you focus upon you get more of
- ⇒ Put people and relationships ahead of results
- ⇒ Give more attention to solutions and the vision than problems
- ⇒ Happiness is always the best choice
- ⇒ A day without learning is a day wasted
- ⇒ Look on the bright side of life

- ⇒ Be curious and discover new pathways
- ⇒ Be your best. Nothing more, nothing less
- ⇒ Don't fight fire with fire. You'll only get burned
- ⇒ Be a positive role model
- ⇒ Is this good for me, for others, for the planet?
- ⇒ Only take action from a place of alignment
- ⇒ When you need energising go riding
- ⇒ Deliver and receive an exceptional ROI

This is a huge list - which is way too many. I generally only focus on the top 5 on a regular basis. But the rest hum along in the background of my life.

And if I'm ever feeling off kilter, I come back and look at them. More often than not I've been misaligned to one of my principles.

Living your principles and standards, you'll enjoy a higher sense of fulfilment and a better quality of life.

By the way, some of them still are aspirational. So while they guide me some of them I still have to work toward. And that's okay. Because when I'm off kilter, I come back and look at that list and go, as an example, "dang, I'm not nailing don't fight fire with fire!" Because I am a naturally fiery person - and this is something I have worked on my entire life!

Take Inspired Action

Identify your Principles/Standards and Theme song

Think back to some of the things that have inspired you to want to be at your best or live your life more fully. Identify the principles or standards that spoke to you as you read, watched, listened or experienced the event.

People	Movies
Books	Music
Places	Events
Organizations	Causes
Ideas/Concepts /Quotes	Anything Else

Look for a theme or principles that come out of those circumstances/ experiences.

These can be either aspirational or they can be a reminder of how you behave when you are being the best version of you. For example, “Don’t fight fire with fire, you’ll only get burned” is aspirational for me - becoming less so over the years, but boy have I had to be deliberate in bringing it to the front of my mind!

Now create your Main Guiding Principle and Supporting Principles. Find your Theme Song

Three to Thrive

What are the three actions that you MUST take every day to be successful?

These key actions are systemic to everything else you need to do to ensure that your Vision and Mission are brought to life. In other words, if you do this, a whole lot of other 'stuff' gets done.

MyThree to Thrive are:

1. **Create content** - For my business to grow and be super valuable to people I need to be creating content. Content that comes from both my experience working within and with high-performing companies and staying up-to-date with the latest research and thinking around high-performing people.
2. **Be Courageous And Put Myself Out There.** Being in business for yourself can be tough - and it means you have to be a good marketer if you want to stay in business and have an impact. Being a marketer can be excruciatingly tough for me.

So, if every day I courageously step forward, putting myself out into the world, I enable the people who need to step with me in my world to find me. That takes courage to do, but enables me to deliver on my vision and mission

3. **Be Bold & Thoughtful** - This one comes about because of my fiery personality and no holds barred approach to people and situations. Which can at times put people's backs up. So, if each day I act Bold and Thoughtful then it brings to life my Main Guiding Principle: *I am a lighthouse that guides and inspires people to see their way forward, so that they can perform to their best.*

Take Inspired Action

Create your Three to Thrive

How Will You Know You've Been Successful?

Two people could have very similar Visions, Missions, and Principles, but how each of them describes success could be quite different.

For example, one person may only think success happens for them when they've had a global impact. For another, it might be that they've impacted only on their family.

For one, it might be money, for another, it might be being acknowledged as an authority.

Describe what success will look like to you when you are living and breathing your Inner Compass.

For example, I describe success in my professional life as

I have thousands of notes of thanks and appreciation for the positive impact I have had on people, because I've helped them to make the dent in the universe that is in their heart. My business is extremely profitable and gives me the freedom to work the hours I want when I want. I am living fully, delightfully and relish my life and lifestyle.

High-performance mindset shift =

I am committed to designing and living my life, remarkably!

Take Inspired Action

Describe what success looks like for you

Bringing your Inner Compass to life

Having your inner compass written down is nice. Nice, but not necessarily life-changing!

Do not fall into the same trap as many organizations - nice sentiments that are placed on posters on the wall, but never used.

So how do you bring your Inner Compass alive, so it becomes a part of your DNA?

You breathe life into your Inner Compass by turning it into a decision-making tool which we call your Decision Drivers. Decision-making is where your Inner Compass come to life.

Decision Drivers

Anytime you've got a choice to make you quickly run through your decision drivers to make sure that this is the right choice for you and serves the ultimate outcomes you want.

Often when you are making decisions, you will have more than one possible outcome. Using your decision drivers, you'll be able to prioritize how vital each outcome is to your ultimate desires (living your Inner Compass) and the choice you are making.

My Professional Decision Drivers are:

If I make this decision or take this choice, does it

- ✓ Deliver kick butt results for at least two of the bottom-line: people, planet, profit
- ✓ Stretch myself and others into a new space
- ✓ Cause me to feel inspired and in turn be inspiring to others
- ✓ Make me proud

As you can see, basically the decision drivers are parts of my vision, mission, and guiding principles turned into questions (and are aligned with the decision-making principles I share with people I lead).

Several years ago, a potential client approached me to do some work with them. The money certainly would have been lucrative.

Yet, when I looked at the body of work and lined it up with my Inner Compass – I realized the right answer was No.

There was a high probability we wouldn't deliver kick-butt results. Given the limitations within the organization, I couldn't see how I'd inspire and engage people and make a positive dent. So, I politely declined. It was an easy decision.

Even though the money would have been terrific. I knew that the 18 months or so I would have worked with them would have eaten away at my spirit.

Because if I can't answer in the positive to at least 2 or 3 of these questions, then it's not the right gig for me!

Having your decision drivers front of mind, no matter what you do, from going to a picnic to making major life decisions, will set you up for a remarkable life.

Once you've created your decision driver list, then you'll need to put a process in place to remember to use it!

Take Inspired Action

Create your professional decision drivers

Share your Decision-Making Principles with your team

You could take it a step further and choose to share two or three of these principles with your team.

Imagine I asked you to do a presentation to your new team letting them know how you make decisions. Could you describe, in three bullet points, the principles that you use to focus your thinking and guide your business decision making?

To be clear, we aren't talking about using one of the four styles of decision-making: i.e. whether you're a, "I make the decisions" type of leader. Or a "We share decision-making".

Indeed, you'll want to share that type of information with them as well. If you aren't sure of the four styles of decision-making, [review the Situational Leadership article](#) for details on the four decision-making methods.

For this exercise, though, rather than talking about how you make decisions, we are focused on **the ethos behind why you make decisions** the way you do.

You likely have a way of making decisions but may not have taken the time to document them into principles.

For example, one leader says her decision-making principles are:

- ✓ Make the world better

- ✓ Make a profit
- ✓ Enjoy the process

Another leader's decision-making principles are:

- ✓ Data drives the decision
- ✓ Good for us, good for them
- ✓ Improve people, productivity, profit

Also, a third example:

- ✓ Firm but fair
- ✓ Hits the bottom-line fast
- ✓ Consequences/impact have been well-researched and negative impact mitigated

Everyone who works with you should be clear that when they come to you with an idea or concept, you'll be using these principles to guide your decision-making.

Can you see how sharing these principles with your team can help unnecessary conflict and confusion from arising?

For example, a leader I worked with many years ago, shared these principles with my team shortly after his appointment:

- ✓ Data drives the decision
- ✓ Good for us good for them
- ✓ Improve people, productivity, profit

Now, I am not naturally inclined to be a 'data drives the decision' type of individual. In fact, if this leader hadn't announced his principles, I probably would have got mightily frustrated with him. And, in my emotional immaturity at the time, might have called him a nit-picky boss.

This simple act of declaring his decision-making principles, and letting his team know it didn't matter what or who came to him, he'd be using the same set of principles, made it easy for everyone to understand how to get things done and decisions made fast with his full support.

And most crucially, without people like me begrudging his style of leadership and decision-making.

Team members would go to him fully prepared to show his three principles had been applied in their decision-making.

Even someone like me, who hated digging the data, learned to use my team to get the data he needed and presented in a way that rapidly got my team the results they wanted. Rather than skating into his office with a 'bright idea' built on gut instinct, I went in with data that helped me get a yes from him.

You can use the Driving Forces section of your [Success Insights profile](#) to help you build your decision-making principles. (Your Driving Forces are the things that motivate you and drive you into action)

For example, using the profile, I know one of my Driving Forces is Utility (which is all about a strong need for Return On Investment).

Another is Receptive (driven to want new ideas).

Which means in my decision-making principles, I'll generally be checking against something around improving the bottom-line and another around innovating/leading-edge.

The decision-making principles I share with people I lead are:

- ✓ Positively impacts and delivers kick butt results for at least two of the bottom-line: people, planet, profit, productivity
- ✓ We've challenged our habits, comfort zones and assumptions and looked at the challenge/opportunity in a fresh way
- ✓ We feel inspired breathing life into this

Can you also see how in my decision-making principles that while I'm mostly hard-wired to want anything we do to have a positive impact on people and profit, I've rounded it out with planet and productivity.

So, if someone from my team wants me to make a decision that is good for productivity and the planet, but the people in the team might take a hit, then I can look to my third principle, to help me decide if this is something as a team we should go ahead with.

Share your Non-Negotiables with your Team

Another thing you can do, is share with your team your non-negotiables. Your non-negotiables initiate from your guiding principles and are what you feel are the cornerstones of team success. These are behaviours, you'll hold your team member's feet to the fire over because you expect it of yourself and them.

To get your creative juices running, here are a couple of examples from leaders I have been led by or coached:

Example from a leader:

- ✓ Say it openly, honestly and to people's face
- ✓ Take the well-considered risk
- ✓ Love what you are doing, or look for something new

From another leader:

- ✓ Say what you think, even if it is controversial, but do it in a charge-neutral way
- ✓ It's not about hard work or long hours, it's about accomplishing great things
- ✓ If you act like a jerk, expect to be asked to find somewhere else to 'play'

The legendary Coach John Wooden from UCLA would say:

- ✓ No profanity
- ✓ Always on time

✓ Never criticise a teammate

If you share these guiding principles with your team, you must back them up with your actions.

For example, I once had a very challenging conversation with a leader around the 'love what you do or look for something new' non-negotiable.

My team leader had been clear that this was one of her non-negotiables. It was also very evident that I was not happy in my role. It was a tough, but ultimately empowering conversation (for both of us).

This [video of Coach John Wooden](#) provides a stellar example of a leader who lives his principles fully. He was known to stand down his top players if they didn't follow the principles for which he held the team to account.

When you don't have clarity around how you operate, you can expect confusion (which leads to distrust) from the people you work with.

In your [Success Insights report](#) you may find useful, the sections on Ideal Environment, Keys to Motivating and Potential Behavioural and Motivational Strengths and Conflict.

Take Inspired Action

Decide if you also want to share your professional decision-making principles and non-negotiables with your team

Remembering to Use Your Vision and Mission

Here's what I recommend:

1. Each morning and evening, read your Inner Compass (you won't have to do this forever, but for a few months, it's a good way to set the tone at the start of your day. And use it as a reflection tool at the end your day!)
2. Each morning and evening use a series of affirmations that help you shift any beliefs and thought processes that are holding you back. [Use these guidelines](#) to write your affirmations in the best possible format.
3. Look through your calendar for meetings and projects that you'll be working on, people you'll be working with and spend a few moments

thinking about how you can keep your Inner Compass front of mind during that time.

4. Throughout the day, you keep your Inner Compass and Decision Drivers in front of you as you make significant decisions.

In a short period, you'll find it is just second nature to live this way. One day you'll wake up and think to yourself, "How did I get here?" and you'll feel a note of wonder, awe, and joy.

Using processes like these helps you to be deliberate in how you design and live your life.

If you don't use these processes (or find some other deliberate way of bring your Inner Compass into practice) this will have been an exercise in futility. Much as it is for many organizations!

People who walk with purpose are captivating. They create a buzz around them that causes others to want to be a part of it.

You walk with purpose when you are using your Inner Compass to drive the decisions you make in your life.

Phew – a lot to cover – but these foundations are required if you are going to create a world-class business and to live, love, and lead remarkably - and be a Rockstar!

Take Inspired Action

1. Create daily actions and activities you can use to honor each of your Top 5 Guiding Principles
2. Use your Decision Drivers
3. Keep track of how often you use your Inner Compass to drive your decision making
4. Journal the impact your decisions are having on your life for the short and long-term. Particularly note if you did or did not reference your Inner Compass as the decision driver
5. Identify what caused you NOT to use your Inner Compass. Plan how you can do it differently in the future
6. Journal when your Inner Compass has a positive impact in your life
7. Keep track of how many times this week you use your customer's Vision, Mission, and Values statements to drive your decision-making
8. Identify the impact your decisions are having on your personal (and your customer's) business for the short and long-term. Especially if you are not using the organization's Vision, Mission and Values as decision-drivers
9. Find ways to refer to your customer's Vision, Mission, and Values when in meetings. Heighten the awareness of your team, your peers and your leaders to using these powerful statements as ways to move your business toward high-performance

One page Inner Compass

Use this page to write up your Inner Compass (and remember it will change as you gain greater clarity)

Describe Your Vision for your Professional Life:

(e.g. Creating spaces that stimulate young people to view the world through a lens of possibility and creativity. No more than 25 words – it's your catchcry)

Describe Your Mission

What/How/Who/Why/Distinctive Competence

Describe your Main Guiding Principle

Describe your Supporting Principles

What's your Theme Song?

Describe Your Daily Three To Thrive

What does success look like for you

Decision Drivers

In the next section, we switch your attention to creating those raving fan customers, shareowners, and employees (you!).

We are going to look at what your customer and business partners need.

You'll complete a performance review and start planning where you'll focus your attention over the coming year.

Creating Raving Fans of Your Business



Get Ahead Of The Crowd

Now it is time to think about the various people that you interact with and whom you need to ensure are raving fans of your business.

Sidebar

The two Take Action activities in this section are interlinked, so you may want to review both sections before you start taking action.

They are long and involve some deep thinking.

But you want to have a Rockstar career don't you?

So, don't fuss and fume, or become overwhelmed and think this is too much. Take the time you need. You might want to keep working on these activities for a few months.

You are creating the tapestry for your life and as you escalate your personal and professional development the level at which you can bring your vision to life will see you rewarded with greater income, more fulfilling work and you'll be having a greater impact.

To create a raving fan, you need to be meeting your customer's needs in a way that no one else is. It's about providing so much value that there is a

buzz that follows you ... that people can't help but talk to others positively about you.

Meeting minimum requirements is one way to run a business. **One sure way to run a business into the ground!**

If you want to be a rockstar leader, of a rockstar team in your organization or industry, then you need to be committed to being at your best. Thinking beyond the obvious for what your customer wants and needs. Then acting upon it.

Your performance appraisal is too late!

You shouldn't rely upon your annual performance appraisal to judge the success of your business. That will keep you in the 'average' pack. It won't set you apart.

For example, think of your favorite restaurant. Would you complete a survey (performance appraisal) for them if they asked? Most likely.

Although wouldn't you have stopped visiting this restaurant ... a long time before their survey ... if they weren't giving you what you wanted?

97% of people say that at some point they have visited a business that they have vowed they would never return to. And they also said they didn't provide feedback.

That's the key here.

You can't afford to sit around and wait for feedback. Way too many managers have people who are 'performing ok', yet don't coach them, or give them feedback to get them closer to their potential. Their hesitance is generally down to two reasons.

One: Lack of time.

Two: They don't want to rock the boat. Unfortunately, many managers would rather run a mile than confront someone about their under-performance!

If you are working with a manager, who doesn't provide you with timely feedback, you and your career are likely to suffer.

Sidebar

Not handling under-performers in a team is one of the biggest frustrations and causes of poor team performance. If you need to improve your skills as a coach, so that you ensure you are a leader who inspires people to their potential, then access the Coaching for High-Performance program.

Don't wait for feedback: Anticipate what your customer wants

Clearly, you can check-in and ask what you can improve upon. Despite that, the reality is you probably already know where you don't excel. Know what it is you do that is holding you back. However, the danger is, if you

are doing ok, you may not feel the drive and energy to shift from ok to remarkable.

Be careful about that dangerous slippery slope.

I don't want to frighten you, but recently I worked with an organization that went through a major restructure. Several of their managers who were doing 'ok', (and who had been doing 'ok' for many years with this organization), are no longer there. The ones that are still there are the ones who have made their customer a raving fan.

As I mentioned before, **no one cares whether your business succeeds or fails.**

For example, I had a mower man that had been doing my lawns for a couple of years. He's a family man and a very nice fellow. However, several times I said to him I wanted him to go the extra mile for me. Not just mowing but also weeding the garden beds and generally tidying up. Just go ahead and do it and tell me what extra I need to pay.

However, he didn't do it. He wanted to save me money. So, as much as I liked him, I got another gardener.

Someone who notices what needs fixing. What needs to happen to make my yard look pristine, without me having to think about it.

Your business is no different. How are you doing at anticipating what your customer (and your customer's customers) want? How are you doing at putting yourself at the leading edge - shifting from a performer to a Rockstar?

So, let's start getting good at anticipating your customer's needs.

Identify the Requirements of Your Stakeholders

When I was a People & Culture Leader I would have said the key people I need to have as raving fans were:

- ▶ the manager I directly reported to
- ▶ the corporate HR department
- ▶ the corporate Leadership team
- ▶ my peers in our facility's leadership team
- ▶ my direct reports
- ▶ the production team members that worked in our facility
- ▶ my family

For the sake of this exercise, we'll call all these various individuals/teams your customers. Think of them as internal customers.

Next, think about what each of these various individuals/groups want from you. Then describe their expectations at the level of a satisfied customer, a happy customer, or a raving fan customer.

If Apple were to complete an exercise like this regarding mobile phones, say in 2001/2 it might have looked like this:

Satisfied – Have a phone that they can call and text from (in other words a Nokia)

Happy – Have a phone that does the above, takes photos, and has their music on it (iPhone introduced 2007)

Raving Fan – Does all of the above, AND provides apps that increases their productivity, enables them to have fun and keeps them connected with their entire world.

Before 2007, phones were pretty much at the Satisfied level. I'm guessing Apple did indeed do an exercise like this and Nokia (Who???) did not!

Keep in mind, as you complete the next exercise that the iPhone released in 2007 was nothing like the models we have today. You are no different. You aren't meant to be perfect, just working toward consistently being at your best.

Take Inspired Action

Name each of your stakeholders and then describe their expectations at each level

Satisfied,

Happy,

Raving Fan

Repeat this exercise for everyone you can think of that will be crucial to your success. Here is a [link to an Evernote template](#) if you want to record your ideas there.

There are a few ways you could do this exercise.

1. You could write a very general/broad statement for each heading (Satisfied/Happy/Raving Fan), for each of your customers. Or,
2. You could describe your customer's expectations in terms of People, Profit, Productivity at each level. Or,
3. Grab your position description and look at each of the Key Results elements defined in your PD. Then describe those in terms of Satisfied, Happy, and Raving Fan. Or,
4. You could also use the categories described in the Key Results exercise in the next section.

As you are completing this Take Action – try not to think of your current performance. The aim is for you to stretch your thinking and identify the

difference between a business (You) that has satisfied customers and one that has raving fans.

Once you've described expectations at each of the levels, THEN work out where/what/how you need to lift your game.

Assessing Your Key Results Areas

To create a raving fan customer, you'll need capability in many areas.

If you think about it, a business has many departments that need to perform well for the entire company to be successful. For example, the finance, sales, manufacturing, quality and training departments.

Your 'business' needs departments to be successful too. For example, if you are a leader, you may need 'departments' called – personal growth, leadership, engaging people, delegation, teamwork, influencing skills, strategic planning and so forth.

I'm confident that your position description will list these types of 'departments'. I'm also confident that you aren't doing them all - or at least to your full potential!

Fortunately, the strengths movement has shown us that you don't need to be excellent in all areas to be outstanding.

But you do need to be savvy enough to:

- ▶ Recognize your strengths and keep building on those. And,
- ▶ Acknowledge your weak areas. Making sure that you get them covered in some way, so that they don't become an exploding bomb for you.

In this module, you are going to do your own mini performance appraisal and assess how well you are doing.

Here are several Key Results (KRA) areas, (or as we just called them, 'departments') that you might like to consider for your business. Add and delete from this list as suits your needs.

1. Business Fundamentals
2. Vision, Planning and Goal setting
3. High-Performance Leadership
4. Delivering Results
5. Operations
6. Emotional Intelligence
7. Relationship Building
8. Innovation
9. Personal Power
10. Investing in Personal Development

I have included professional knowledge/capability in business fundamentals (but only touched on it). I'm taking that as a given, as most people are reasonably good at ensuring they are staying abreast of current movements in their field of expertise. If you aren't an expert or haven't been staying up-to-date, then do go ahead and add Professional Capability to your list.

Assessing your KRAs helps you to determine where you want to improve.

In the upcoming exercise check the column that best represents where you are right now in each of these three areas:

Completed/Capability: Use these columns to help you decide whether you've completed the item and/or you are capable at it

- ✓ **No:** Missing or Failing.
- ✓ **Yes:** Doing Great.
- ✓ **OK** - Doing Ok, but needs more work

If you check yes, then move to the next item in the list. If you have checked either No or Ok, then move to the Priority area

Priority: Here you are going to decide if it is an item that has a High, Medium or Low Priority.

- ✓ **High** - Will fundamentally change the way you lead and show up in the world - gives you (and your company) competitive advantage in your professional life
- ✓ **Medium** - Supports you in achieving your competitive advantage. Doing this action/activity isn't necessarily what others see, but it supports you in shining brightly into the world
- ✓ **Low** - This action/activity has limited upside advantage to you and your career's success

If you score low, then move on to the next item in the list. If you scored High or Medium, then rate the difficulty

Difficulty:

Now you'll determine if it is:

- ✓ **Easy Picking (EP)** - Meaning you can make positive changes in a relatively short period. Action and complete within 30 days. And it will produce immediate benefits for you and your customers.
- ✓ **Challenge (CH)** - Meaning this is something that will provide you with a high return, and it will take some time for you to implement.

Who: Some items you may decide to outsource to others, some you must do yourself. For example, it would be ridiculous to suggest you can outsource being passionate about your career!

- ✓ **Check (OUT)** - for those items that you want to Outsource. That is you want to find ways to make sure this item doesn't derail your career, but it is taken care of. For example, if you have poor attention to detail, how could you work around it, so it doesn't become a real problem for you? Maybe by delegating or hiring someone from a site like Upwork to proofread your reports?
- ✓ **Check (IMP)** - for Improve – (improve your capability in this area). Word of warning here. Do [refer to the article on strengths](#) to ensure you aren't wasting your time trying to excel at something you'd be better off Outsourcing. Without question, if it is something that has the potential to be a fatal flaw, say Low Emotional Intelligence, then you need to fix that.

As you complete this activity, think in terms of your personal business more so than your customer's business. For example, in the Vision, Planning and Goal Setting KRA when you come to the statement: *"I have outlined my strategic and operational objectives and programs"* think not in terms of objectives and programs that your customer (the company you

work for) has set. Instead, think of the objectives and programs you have personally established for your career.

If you prefer, you can login to your Evernote and do the [assessments straight in Evernote](#). I think it is a more effective way of doing the exercise, but some people still like the tactile feel of pen and paper or if you wish, you can also download the table in Word or Pages format, [here](#).

As a reminder, before you start the exercise. Don't get overwhelmed by all of this.

You Can't Do It All

Most leaders are so very busy getting 'stuff' done, that they often neglect parts of their business.

I'd love a \$ for every leader who has said to me something along the lines of, *"I know it is critical to my own and my team's success, but I just don't get time to develop and engage my people. By the time I've answered 50-60 emails, attended 3-4 meetings, and tried to work on my own projects, there isn't time left in the day."*

It's true – you can't do it all.

However, do you have a clear idea of what is mission critical to your business/career?

Do you have clear insight into those things that, if you ignore them long enough, (like engaging and developing your people), will ensure that your business/career eventually fails, rather than flourishes?

You Must Take Care Of All Areas Of Your Business

Imagine a business that excels at manufacturing but has a weak sales and marketing division. Eventually they'll go out of business. No matter how good their product.

You are no different!

If you aren't taking care of all areas of your business – stepping beyond what the organization 'hands out' to you in terms of personal development – then, in this rapidly changing world you'll go the way of horse buggies. You'll become irrelevant.

And neither you nor I want that!

Once you've completed this exercise, we'll bring it together with your business plan, which is in the next section. You must have a game plan for the year, and a way of reviewing whether you've improved YOUR business or not.

Complete your own performance review - [access Evernote version here](#) or use the tables below.

Take Inspired Action

Business Fundamentals <i>(What you do for a living and how you do it)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	imp
I am passionate about my profession, and it is aligned with how I want to live my life											
My family/friends support me											
I have clearly defined Principles that inform my decision-making											
I have created a Vision/Mission statement for my business/life											
I post daily to social media with content that value-adds around my profession/ industry - I'm becoming known as an expert in my industry											
I am an expert in my field											

Ω

Describe your current reality for Business Fundamentals <i>(no more than 3 sentences)</i>		
Describe your vision for Business Fundamentals		
Action Steps – <i>List the first two activities you will work upon – 1 Easy Picking, 1 Challenging</i>		
Item	Start Date	Finish Date

Vision, Planning and Goal Setting <i>(Deliberately designing your future)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I have a comprehensive business plan											
I have a plan to market myself and my team											
I have created deliberate plans to build and retain strong relationships with advisors who can support me (e.g: A Coach/H.R./Finance/ Supply Chain etc).											
I have outlined my strategic and operational objectives and programs (see business plan page for an example)											
I have set up quarterly planning sessions to track how my business is going											
I have a system for monitoring how the marketplace is changing in terms of the services I provide											
My team and personal goals are aligned with my customer's strategy and goals											
My goals are results focused											
I have made arrangements so the my team will continue to function in case I am taken out due to emergency or disability											
My team is clear on why it exists and its impact on our organization's goals											

Describe your current reality for Vision, Planning and Goal Setting

(no more than 3 sentences)

Describe your vision for Vision, Planning and Goal Setting

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

High Performance Leadership <i>(Able to create the conditions and be a role model, whom inspires others to excel)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I've shared the vision (my personal and our organizations') with the team, and they have bought in											
My team are engaged, producing and excited by their success											
I have created a culture that is inclusive, positive, and co-operative											
The people in my team are clear about their accountabilities											
I meet regularly with my team members to understand their hopes and dreams, challenges and provide feedback											
I coach up or coach out fast when there is under-performance											
Each person in my team is given the opportunity to regularly work to his or her strengths											
Each person in my team knows how their contribution has an impact on the organization and wider society											
I expect people to perform at their best and because of the systems and processes I use to coach and lead they do											
We celebrate on a regular basis											
I am developing leaders who develop leaders											
Turnover is low in my team, and there is a long line of high-performance people wanting to get in											
I deal effectively with people who are negative in the workplace											
My team feels comfortable challenging my ideas											

I make it easy for people to give me feedback on my attitudes and behavior, even when it stings											
I readily trust people to be capable, motivated, and competent											
My team members want to come to work											
My team are proud of the work that they do and the contribution they make to the organization											

Describe your current reality for High Performance Leadership <i>(no more than 3 sentences)</i>		
Describe your vision for High Performance Leadership		
Action Steps – <i>List the first two activities you will work upon – 1 Easy Picking, 1 Challenging</i>		
Item	Start Date	Finish Date

Delivering Results <i>(Keeping promises, anticipating future needs, follow-up)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
Action plans are made AND implemented											
I foresee and create effective plans to swerve roadblocks and obstacles											
My income is a fair reflection of the value I bring											
I have a strong network of people who support me and provide constructive feedback											
I proactively seek out feedback from the people I work with (up, down, peer)											
The market for the services I provide is good											
I continually add value to my customer, whether they ask for it or not											
I personally consistently deliver to and regularly beyond expectations											
Myself and my team have a reputation for always delivering deadlines on time and at an excellent standard											
I keep my finger on the pulse of industry trends, so I know what my customer wants and needs even before they do											
My work environment is clean, well-organized, and appropriately equipped											
I make good decisions, even under pressure											
I am willing to take risks and/or allow my people to make mistakes											
All team members are clear about what is expected and how to monitor and measure success											

Every decision I make or action I take supports my Vision, Mission and Principles and causes my customer to be a raving fan

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Describe your current reality for Delivering Results *(no more than 3 sentences)*

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Describe your vision for Delivering Results

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Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Operations <i>(Managing processes and day-to-day activities)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
Paperwork/emails are touched once only											
There is no duplication of effort (by myself or my team)											
Decisions are made at the appropriate level (no one is making a decision that someone on a lower pay level could be)											
Tasks are being performed at the appropriate level (no one is performing a task that someone on a lower pay level could be)											
Meetings accomplish worthwhile work and action items are always assigned and completed											
I am not the "single point of failure" in my team											
Myself and my team meet regularly to get rid of any 'noise' that is getting in the way of our peak productivity											
I have great systems for delegating and getting results through others											

Describe your current reality for Operations *(no more than 3 sentences)*

Describe your vision for Operations

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Emotional Intelligence <i>(The ability to use your knowledge, skills, experience, and natural talents to their fullest extent, in any circumstance so that you have access to your best performance and decision making)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
Even when I'm upset, I'm aware of what is happening to me											
I can easily sense when I'm going to fight, freeze, or flee											
I accept responsibility for my reactions											
I maintain my composure even during stressful times											
I easily sense it when a person's mood changes											
I usually know when to speak and when to be silent											
I can talk someone down if they are very upset											

**Emotional Intelligence is a most critical component of your success. Check out the Insights to Success program if you'd like to take a full Emotional Quiz and discover strategies to improve your EI. (Studies have shown that for every point you can increase your EI you have the potential to earn \$29,000 extra per year.)

Describe your current reality for Emotional Intelligence *(no more than 3 sentences)*

Describe your vision for Emotional Intelligence

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Relationship Building <i>(Being able to influence others to want to go where you are leading)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I continually look for ways to enhance my relationship with people who are important to my success											
I never leave behind a trail of broken and bruised bodies											
I am never arrogant (i.e. I absolutely value the input and contribution of others)											
I freely admit my mistakes											
I quickly gain the trust and respect of others											
I am open to conflicting opinions/ideas											
I never become hostile or moody when things are not going my way											
I am known for my integrity											
I settle problems with others, without alienating them											
I influence and guide people rather than use my positional power to get things done											
I have a good relationship with senior leaders in the organization											
I relate well to all kinds of individual – from front-line to senior executives											
I find it easy to present ideas in a group and influence others											
Even in pressure environments people walk away feeling good about themselves											
I don't gossip – ever!											

Describe your current reality for Relationship Building *(no more than 3 sentences)*

Describe your vision for Relationship Building

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Innovative <i>(Creating ideas and inspiring others to do things differently)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I know the needs, expectations, and desires of my customers (internal and external)											
I have systems in place that ensure knowledge (not just information) is spread across the organization											
I have many successful change programs under my belt											
I look at other industries and trends to see beyond the horizon for new ways to do things											
I have a robust continuous improvement program in place (personally / professionally)											
I am an obstacle remover											
I have set a clear direction toward the future and inspire others along that path											
Learn from mistakes, not blame is my motto. I have a process for us to do that openly											
I have a deep curiosity about many areas of life											
I seek out and receptively consider different perspectives beside my own											
When I experience setbacks, I respond by coaching myself in a positive manner											
I regularly reward and recognize individuals for creativity and new ideas											

Describe your current reality for Innovative *(no more than 3 sentences)*

Describe your vision for Innovative

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Personal Power <i>(Feeling in a good space)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I have all the time I need because everything is so well done or delegated											
I have a strong, happy, and healthy personal life with lots of physical activity and pleasure, so work is work, not my life											
I am adrenaline free – my life is not run as a crisis zone!											
I am well on the path to being financially independent											
I have a strong personal foundation											
I am thrilled at the blockbuster results I am creating for my business and my customer											
I am proud of myself as a human and as a Leader											
Emotionally I feel strong and healthy											
I think about and evaluate requests before I respond											
I am a great role model as a high performer											
Confidently seek out answers from anyone who can help											
I don't take on additional workloads, unless I am fully caught up with my own work											
I calmly and easily manage time											
I am assertive in order to satisfy my needs											
I hold people accountable, but take responsibility for problems											

Most of my goals are in the 'can hardly wait' category											
I set high standards for myself											
I am confident, yet modest											
I fully believe the only person responsible for my happiness and success is me											
I feel inspired and in turn am inspiring											
I am confident about the next five years and looking forward with eager anticipation											

Describe your current reality for Personal Power <i>(no more than 3 sentences)</i>		
Describe your vision for Personal Power		
Action Steps – <i>List the first two activities you will work upon – 1 Easy Picking, 1 Challenging</i>		
Item	Start Date	Finish Date

Investing in Personal Development <i>(Being a life-long learner)</i>	Completed/ Capable			Priority			Difficulty		Who		
	No	Ok	Yes	High	Med	Low	EP	CH	Out	Self	Imp
I regularly attend courses to stay up-to-date with the latest knowledge											
I read daily (books, periodicals, journals etc)											
I believe learning continues throughout life and doesn't end when formal education does, and this shows up in my actions											
I am up-to-date with trends in my field											
I know my strengths and weaknesses and have plans in place to develop the first and minimize the impact of the second											
I develop my skills in the three key areas of technical, business, and social											
I encourage the individual development and personal growth (not just technical skills) of each person in my team											
I welcome new knowledge and thinking by people who have recently graduated											
I am focused on my personal growth and regularly work with a coach											

Describe your current reality for Investing in Personal Development *(no*

Describe your vision for Investing in Personal Development

Action Steps – *List the first two activities you will work upon – 1 Easy Picking, 1 Challenging*

Item	Start Date	Finish Date

Summarize your results/thoughts here.

	Not satisfied	Somewhat satisfied	Satisfied	Very Satisfied	I am an Expert	Priority
Business Fundamentals <i>(What you do for a living and how you do it)</i>						
Vision, Planning and Goal Setting <i>(Deliberately designing your future)</i>						
High Performance Leadership <i>(Able to create the conditions and be a role model, whom inspires others to excel)</i>						
Delivering Results <i>(Keeping promises, anticipating future needs, follow-up)</i>						
Operations <i>(Managing processes and day-to-day activities)</i>						
Emotional Intelligence <i>(The ability to use your knowledge, skills, experience and natural talents to their fullest extent, in any circumstance so that you have access to your best performance and decision making)</i>						
Relationship Building <i>(Being able to influence others to want to go where you are leading)</i>						
Innovative <i>(Creating ideas and inspiring others to do things differently)</i>						
Personal Power <i>(Feeling in a good space)</i>						
Investing in Personal Development <i>(Being a life-long learner)</i>						

Take Inspired Action

You may also wish to consider these questions:

- ★ What are the five things you spend most of your time doing during your business workday?
- ★ How much more money could you be making if you focused and were suitably inspired and supported?
- ★ Where is the stress coming from in your work?
- ★ Are you working with the right/best people?
- ★ What conflicts are you having at work?
- ★ What is the most fulfilling aspect of your work?
- ★ What is the most difficult or stressful part of your work?
- ★ What is the most exciting aspect of your work?
- ★ What strengths/skills do you have that are immediately marketable?
- ★ What resources are missing that you feel are necessary for your success?

You may also wish to consider the following:

- ★ Review your Motivators and Behavioral Strengths from your [Trimetrix Profile](#) and list the top 5.
- ★ What are you most pleased and proud of having accomplished?
- ★ Who do you know? What do you know? What gifts do you have?
- ★ What makes you unique and powerful

Crafting Your Business Plan

CREATIVE

BUSINESS

CONCEPT



BUSINESS STRATEGY

PRODUCT DEVELOPMENT

BRANDING

ACCOUNTING

MARKETING

RISK

TEAMWORK

Congratulations on getting this far! Now that you've got a good feel for the areas you need to fine-tune, it's time to put this into a Business Plan.

Earlier in the training, we mentioned that Goals, Initiatives, and Metrics formed part of your Inner Compass. Here, in the Business Plan, is where these three elements, meet the personal development plans you've identified in the last module to create an action plan for the next 12 months.

This isn't about putting more into your already full day.

It's about having a strategic plan that ensures that you are putting your focus where it needs to be. So that you are living, loving, and leading at the level you want. So that you make the most meaningful dent in the universe you can.

Once you've created it, keep your business plan somewhere that you can review it regularly. To make sure you are tracking toward what you have said is critical.

Let's take a quick tour of each of the elements within your business plan.

Focus

Here we set a priority focus for your year. Think of it a bit like a rallying cry. It should be the equivalent of a Twitter headline - short and sharp. You can choose to make your focus very specific or quite broad. In the samples provided, below, you've got examples of each.

You'll use this Focus, throughout the year, to ask yourself: *"Is what I'm about to do right now, moving me toward or away from my focus this year?"*

For example, a leader might decide that his or her focus for the year is to "Be the leader of a Rockstar Team"

Key Objectives

Here you are deciding the big buckets you must give your attention to, and that will help you achieve your focus. You should have 5 or fewer Objectives. Otherwise, you run the risk of scattered attention which can undermine your effectiveness.

In our example, the leader could choose Fine Tune Believing, Build Emotional Intelligence, Inspire Innovation, Grow Personal Power.

Initiatives

Next, you need to decide the Initiatives, for each of the Key Objectives. Try not to have more than 3-5 bullet points under each Key Objective. Once again, if you have too many your attention will be scattered.

For example, under the Key Objective of Building Believing, one of the leader's Initiatives for the year might be to learn how to, and then implement a coach-up, coach-out system. And, a second Initiative might be to set up 4 Moments that Matter celebrations.

Goals

I'm sure you know all about SMART goals. I doubt you could have avoided being banged over the head by those principles at some point in your career. So, I'm not going to cover SMART goals. If you do need a reminder, then access the '[Potential into Reality](#) training.

Without goals and feedback, you'll drift

Imagine I take you down to the local bowling alley, and you've never heard of bowling before. I set you up to play. However, I don't tell you how you'll know if you've been successful.

I don't give you a target to strive for. Even worse - every time the bowling ball gets halfway down the lane, I pull a big curtain down, so that you can't see how many pins you've dropped. You don't know whether the ball went straight down the lane or trickled off to the left or right.

Two things will happen fast:

1. You won't improve. Because you don't know what you need to do to improve.
2. You'll probably get bored and stop playing/trying.

Could you imagine wanting to stay there for a few hours - aimlessly throwing the ball down the lane, with no feedback, no target?

Here is something you need to understand: We are an innately competitive race that wants to continuously improve.

Every day of the week, people are down at sporting events chasing down goals. Getting measured by how they are performing. Trying to win that Gold Medal or Championship. **People love the thrill of the chase. The thrill of competing against themselves or others. The thrill of improving.**

If you haven't set up the conditions for you to feel those thrills, you are shutting down some of your emotional touch-points. You are likely getting lackluster performance. People are motivated to achieve things they can see, touch and measure. This is why it is so important to set goals and track and measure performance regularly.

High-performance mindset =

I set goals and track my performance to make myself an 'elite athlete'

SIDEBAR:

If your team is just going through the motions, with little sparkle to their performance, check your goals and tracking system.

Many organizations I visit suffer from this problem.

They don't have goals that are engaging people. They don't have goals that everyone focuses upon. Or, if they do have goals, they are tucked away somewhere, and tracking and recording of progress isn't happening.

It's a quick and easy fix to help you improve performance. Sure, there are likely to be other problems that need addressing too. However, this is one quick and easy step in the right direction.

For the moment, when you are setting goals consider the following:

1. Have a good 'because' When you set a goal, make sure that it connects with you emotionally. It needs to be something that makes you smile. If it doesn't elicit that response from you ... then it's a have-to. When its a 'have-to' you have two choices to make. Delete it from your goals list. Or shift it to a want-to!
2. Keep your goals to a few big ones. Then break them down into your action plans, so that you have quarterly, monthly, weekly, daily 'actions to achieve.'
3. Schedule it! What gets scheduled gets done. Put the actions you are going to take to achieve your goals in your diary. Then treat them like a Doctor's appointment. For more on the psychology of scheduling and using "If, then" principle, see the [Time Genie training](#).
4. Download the goals checklist to make sure you've set yourself up for success.

Action Plans

Your action plans outline the activities you will undertake throughout the year to achieve your goals and focus. Make sure that you spread things out throughout the year, giving yourself plenty of time to be successful.

Word of warning. When you brainstorm your action items, you may end up with a very long list, which can be overwhelming.

To avoid overwhelm, keep a master list of potential action items separate from your Business Plan.

Map into your Business Plan the 3-5 Action Items that are most critical for each quarter, and that you need to keep your focus upon.

Then each quarter review your goals/focus etc and add in the additional action items for that quarter that will support you achieving your goals.

Metrics

Your metrics are how you measure your progress. What are the things you can count or measure that would tell you how you are progressing? Think of it as collecting the evidence that shows you are succeeding. Say, for example, you had a gym that had a goal of Retaining Customers. How could the business owner measure that?

You can't go and look for a retained customer. You can't recognize them when they walk in, "Is that a retained customer?" Well, you possibly could, if you knew all your customers, but if you've got hundreds of them you can't.

So, how do you find the evidence that a customer is retained?

Well, you can:

- ▶ Go into your CRM and look for customers that have renewed their membership
- ▶ You can look at your sign-in register. How often are people re-booking sessions?
- ▶ You can measure the percentage of customers who have turned up this week for their session
- ▶ You can measure the number of people attending various classes

The key here is that metrics don't have targets against them. That comes in goal setting. Your metrics are simply your way of collecting evidence that you are on track. They give you a quick heads-up if you are straying away from those elements that will enable you to achieve your goals.

Below are three examples of a One-Page Business plan.

The first one is an example of how you would do a one-page business plan for YOUR business.

The second is an example of how I'd do a one-page business plan for a small business like Make A Dent Leadership.

The third is an example of how a Sales Manager might put a business plan together with his or her team. My suggestion, with this third example, because it is a team business plan, is that you develop it with input from your team and your manager.

To make sure you are tracking toward what you have said is important, review your business plan regularly.

Annual One Page Business Plan - Sample 1 - Individual Leader

20xx Focus	Be the leader of a Rockstar team		
Key Objectives	<ul style="list-style-type: none"> • Fine Tune Believing • Build Emotional Intelligence 	<ul style="list-style-type: none"> • Inspire Innovation • Grow Personal Power 	
Initiatives	<p>Fine Tune Believing</p> <ul style="list-style-type: none"> • Set up 4 Moments That Matter celebrations • Implement Coach up and Coach out system <p>Grow Personal Power</p> <ul style="list-style-type: none"> • Be coached in how to become Adrenaline Free • Set up personal learning and reflection times 	<p>Build Emotional Intelligence</p> <ul style="list-style-type: none"> • Apply self-regulation tips from my Success Insights Report • Apply empathy tips from my Success Insights Report <p>Inspired Innovation</p> <ul style="list-style-type: none"> • Use solutions focused model with team • Set up system for tracking best practices • Create learning and sharing circles 	
Goals	<ul style="list-style-type: none"> • Work less than 50 hours per week by end Quarter 1 • Performance appraisal rating of excellent at Sept review • Rated by team members as inspiring and effective leader at Sept review • We hit all corporate, team and individual stretch goals by end of year • 25% salary increase at annual review 		
Action Plan	What	When	Done
	Hire a leadership coach	15 Jan	
	Take Trimetrix profile and set plans in diary to use actions	31 Jan	
	Enroll self and team in Thought Patterns for High Performance Thinking Program	End Feb	
	Work with team to create a system for tracking and sharing innovative ideas	End Q1	
	Set up inspired action activities in diary and then complete	Daily	
Metrics	<ul style="list-style-type: none"> • Number of creative ideas offered by team • % of ideas that are implemented • Level of blood pressure • # Hours spent on big picture vs fire fighting • # hours spent on conflict resolution/demoralized employees • Number of meetings where people leave feeling inspired • Performance appraisal rating • Increase in salary and reduction in working hours 		

Annual One Page Business Plan - Sample 2 -Shelley's Business

20xx Focus	Reinvigorate the Business		
Key Objectives	<ul style="list-style-type: none"> • Market Development • Product Development 	<ul style="list-style-type: none"> • Process Improvement • People Development 	
Initiatives	<p>Market Development</p> <ul style="list-style-type: none"> • Set up system to make it easy for client referrals • Cultivate relationships with business' with more than 50 employees who are ready to create high-performance <p>Product Development</p> <ul style="list-style-type: none"> • Develop two high-end e-courses • Create new program around improving relationships 	<p>Process Improvement</p> <ul style="list-style-type: none"> • Hire staff to create videos • Improve traffic to website • Improve conversion <p>People Development</p> <ul style="list-style-type: none"> • Continue to stay at the leading edge by attending seminars, online learning, seeking out relationships with thought leaders 	
Goals	<ul style="list-style-type: none"> • Greater than \$20,000 profit per month end Q1 • Greater than \$40,000 profit per month end Q2 • 15 new coaching clients by end of Q1 • Sold 30 spots in Be Inspired to Be Inspiring by 12 March 		
Action Plan	What	When	Done
	Map out content for next 12 months	End Oct	
	Set up marketing plan for training programs	15 Nov	
	Run two free awareness workshops	End Q1	
	Deliver two face-to-face workshops	End Q2	
	Touch base with clients about current needs	15 Jan	
Metrics	<ul style="list-style-type: none"> • Number of people I am coaching • Number of people on waiting list to be coached • % of visitors to site that become members • Number of e-courses available for sale • Number of e-courses sold • % of testimonials/referrals received from clients • Profit Generated • Number of clients that have me on retainer for 12 months 		

Annual One Page Business Plan - Sample 3 - Sales Manager

20xx Focus	Close 1 in 5 Prospects		
Key Objectives	<ul style="list-style-type: none"> • Market Development • Customer Service 	<ul style="list-style-type: none"> • Process Improvement • People Development 	
Initiatives	<p>Market Development</p> <ul style="list-style-type: none"> • Expand reach into regional areas • Improve distribution strategy <p>People Development</p> <ul style="list-style-type: none"> • All team members participate in Thought Patterns for High Performance • Weekly one-to-one coaching on Predictable Selling implementation 	<p>Customer Service</p> <ul style="list-style-type: none"> • Implement Customer Service tracking system <p>Process Improvement</p> <ul style="list-style-type: none"> • Activate Predictable Selling System • Improve tracking of sales conversions • Engage staff with easy to understand plans and access to progress reports 	
Goals	<ul style="list-style-type: none"> • Greater than \$3.5K profit per month end Q2 • Greater than \$4.0K profit per month end Q4 • 15 new regional clients by end of Q1 • Conversion Sales to Prospect at least 1:5 by end Q3 		
Action Plan	What	When	Done
	Map out regional reach strategy	1 May	
	Review delegation system to free up time for coaching	15 Jan	
	Convene and lead project team to implement customer service tracking	11 Oct	
	Map out strategies for predictable selling	End Q1	
	Purchase software to track and report sales conversions	1 Mar	
Metrics	<ul style="list-style-type: none"> • Number of team members using Predictable Selling System • Number of potential customers in regional area aware of our presence • % of visitors to site that purchase • Revenue per employee • % of team members discussing Sales Targets/Performance at each meeting • % of people reporting receiving regular coaching and improved performance • Profit Generated 		

Take Inspired Action

Create your own Annual Business Plan

20 Focus			
Key Objectives			
Initiatives			
Goals			
Action Plan	What	When	Done
Metrics			

If you find yourself procrastinating, getting overwhelmed, delayed, detoured or distracted. If you aren't making the progress you want and need, then [contact me](#) to discuss being coached.

If you wish to download the blank one page business plan, [click here](#)



Invest in your success

Here's something important. Being a high-performer, being a "Rockstar" isn't easy. If it were, then everyone would be doing it.

If you want to be a rockstar in your organization, then you need to take the high-performing business owner mindset and attitude into everything you do.

I was working for a large multinational when I first learned this concept, (of thinking like a business-owner). It completely transformed how I approached life.

Before having a business-owner mindset, like many people, at some level, I had given over some power to the organization. That stopped immediately. I took back my full power and took complete responsibility for my business thriving, on every level – financially, emotionally, intellectually, professionally.

So, where do I believe you need to always be growing into your potential?

Four Key Areas to Your Success

There are four key areas you need to make sure you have yourself at the leading edge:

1. Your technical/professional capability
2. Your business acumen
3. Your social skills
4. Your personal growth and mindset

Once I decided I was a business owner, I resolved to invest in myself so that I could be at the forefront in my field and my life. I chose to go on my own learning and development journey. Since then, I've invested hundreds of thousands of dollars into my growth.

Learning is great, but what is more compelling is when you apply the knowledge AND share it with others. When you're doing that, you know you're on the pathway of being an inspirational leader.

What's brilliant, is that today, we are probably overwhelmed with choices around personal development. From Ted Talks to millions of websites, e-books, audios, podcasts, ecourses etc.

Because so much is available to us, you don't necessarily need to spend thousands of dollars, like I did each year.

Without a doubt, there is nothing to replace a live event. Whether it is a face-to-face seminar or an online webinar. However, these can run to hundreds if not thousands of dollars. So, if you are on a tight budget then using the free or lower-cost choices are viable options.

But, I have to give you a word of warning. Ensure that you are turning to someone you can trust, someone who has a proven record.

Choose Your Mentors Wisely

Anyone can put up a website, and anyone can create a lot of hype around themselves.

Make sure, that whomever you put your trust in, that what they are offering is backed up by solid research AND with solid experience on the ground. Not just something they learned in theory or are riding on the back of other people's experience.

Be open to what you learn from your mentors, whether they are one-on-one with you or a Ted Talk video, or a speaker at a workshop. But also be curious enough to test their theory/insight in 'your backyard' before you go hell-for-leather with full implementation.

No Excuses

The second warning I want to share with you is this: Don't use the excuse of, *"I don't have time to develop myself."*

If you don't create the time, then be satisfied with what you've got in life! And don't blame anyone else but yourself if you become obsolete! And I don't care if you are in your 20s or your 50s.. each of these age groups has more than half their life in front of them (if life expectancy rates continue as they way they are going!)

I've had clients use the excuse, *"I'm just too tired at the end of the day."*

My response is, *"Then lean against your bedroom door for 10 minutes, just before you fall into bed and read or watch something of value."*

Jack Canfield, co-author of the Chicken Soup for the Soul book series, says, *"If you spent just one hour per day reading books in your field and related fields, you would finish reading at least one book a week. Over 10 years,*

you would have read 520 books about your area of expertise – enough to put you in the top 1% of your field!”

In the resources section is a list of books we’ve written and training programs courses that we run. As well, there are books from other great people in the leadership and personal growth industry.

Set aside time to review your life

I set aside at least one day a year to spend time reviewing my Inner Compass. Thinking about, are they still relevant, given the experiences I have had in the past several months? Pondering whether I need to upgrade, amend, delete any of my previous thinking?

As well, throughout the year, I regularly review my goals and metrics and think about how I’m progressing against them.

Because, if you aren’t doing regular reviews you are drifting.

Do not Drift - YOU are better than that!

Don’t drift into your middle years and wonder how the heck did I end up being THIS person? Your time here is limited.

Now is the time to commit to living fully.

It's Your Time To Shine



Critical Mindset Shifts to be a High-Performing Business Owner

You've made it to the end! Below is a credo that if you hold dear to your heart, will put you in the top 10% of the population.

1. **The only person who cares about and is responsible for your success is you.** You know what business you are in and why. This is your business, and you carry the can. **Never again will you pass the buck for how you feel, what you earn, or the impact you are having.**
2. **Make learning, and inspired implementation of what you learn, your lifelong ally.** You determine what, when and how you need to learn and what, how and where you are going to apply that knowledge. **Never again will you let your customer dictate your growth.**
3. **Take inspired action daily.** You have a daily action plan for how you will make your customer a raving fan. For what you will do to live a flourishing life. Because you are deeply connected to your vision, you'll be inspired to take this daily action. **Never again will you wake up in the morning wanting to drag yourself through the day.**
4. **You are an opportunity finder.** You don't get bogged down in the detail and minutiae of getting things done. You have the systems in place to enable you to be big picture focused - discovering opportunities and potential traps. **Never again will you do tasks or make decisions that someone on a lower income could be doing.**

5. **You are end-game focused.** You are focused on results, not activities. Always ensuring that what you are working on is moving you closer toward your vision. **Never again will you get caught in the doing, doing game.**

6. **You take care of all areas of your business.** You understand that your business is made up of many departments. Each department needs attention so that your collective business works cohesively. **Never again will you only do the minimum to keep your job.**

7. **You take your business as seriously as the big players do.** You have Strategies, Objectives, KPIs, and Business Principles. You consistently measure your success across the spectrum of your life. **Never again will you blame others if you feel unfulfilled.**

Conclusion

I've shared this mindset with hundreds of people at all levels of organizations, and it is transformational.

Helping your people to see that working interdependently as a service provider, as a business owner, with your major customer (the organization you are providing your services to) is very liberating. This mindset provides fantastic results for both the individual and the customer.

*Giving yourself this freeing mindset
and sharing it with your people is potent.*

When you are working from the mindset that I am in business for myself, fully responsible for my success in business and in life - then you'll start to ask yourself better questions.

You'll start asking yourself, "*Where, how, why, do I need to improve my business offering?*"

You'll start taking inspired action.

Do that, and the result will be improved quality of life and economic well-being.

And most importantly, you'll make that dent in the universe that is in your heart!

Thank you so much for honoring me with your time. I look forward to hearing from you about the shifts you've made, and the remarkable results you are getting in your life.

Make sure you use our other programs to help you develop the skills you desire, so that you can live, love, and lead remarkably.

Many of the activities that you completed throughout this program, you'll continue to refine throughout your life. So to say it is a done and dusted activity would be a misnomer. So for this assessment use these scales

10 - Means you are more than 75% happy with what you've done and you've put deliberate plans and actions in place to make this the way you live - and hopefully are even seeing results start to flood your world

5 - Means you've started and you've still got a lot more thinking/action to do/take. You may have implemented a few changes, but you've not put any systems/plans in place to make this a part of your DNA

1 - Means you've given it some thought, started drafting some ideas, but no real implementation

DNS - Means you've done nothing but look at the content in the program

Inspired Action Completion Checklist

Activity	10	5	1	DNS
Loving Your 100 Year Life				
Positive Life Health				
Are you in the right place?				
Are you in the right business?				
In Alignment Exercise				
Is your career weighty?				
Checked your weight measurement				
Following healthy eating guidelines				
Exercising 3-5 times per week				
Using high quality supplements				
Inner Compass				
Described Your Vision				
Described Your Mission				
Identified Principles/Standards/Theme Song				
Built Three to Thrive				
Described What Success Looks Like				
Built Daily Decision Drivers				
Raving Fan Customers				
Identified Stakeholder Requirements				
Assessed Your Key Results Areas				
KRA Insights				

Business Plan				
Created your Annual Business Plan				
Time To Shine				
Downloaded Business Owner Credo				
Accessed other recommended resources				

Recommended Resources from Make A Dent Leadership

Personal Mastery

[How To Delegate To Get It Done, Done Well, Done On Time](#)

[Starting Your Ideal Leadership Role With A Bang](#)

[Potential Into Reality \(free\)](#)

Impactful Relationships

[Understanding & Influencing Difficult People](#)

Inspire Performance

[Managing The People Side of Change](#)

Workshops/Live Training *(not included in Membership)*

Business Acumen

[Zodiak Workshop](#)

[Designing Your Workplace for High-Performance](#)

Personal Mastery

[Thought Patterns for High Performance](#)

[Insights to Success](#)

If you'd like to set up a free 30-minute strategy session with Shelley you can do so here.

Recommended Reading

Personal Mastery

Greatest Salesman in the World – Og Mandino (*Misleading title - nothing about selling!*)

The Four Agreements – Don Miguel Ruiz

The Astonishing Power of Emotions – Esther & Jerry Hicks

The Power of Habit - Charles Duhigg

Vital Friends - Tom Rath

Flow – Mihaly Csikszentmihaly

Flourish – Martin Seligman

Five Love Languages – Gary Chapman

Mindset - Carol Dweck

Go Put Your Strengths To Work - Marcus Buckingham

Outliers - Malcolm Gladwell

Blink - Malcolm Gladwell

So Good They Can't Ignore You - Cal Newport

Think Again - Adam Grant

Impactful Relationships

The Small Big - Martin, Goldstein, Cialdini

Fierce Conversations - Susan Scott

Thank You for Being Such A Pain - Mark Rosen

Bullies Tyrants & Impossible People - Ronald Shapiro

Instant Appeal - Vicki Kunkel

Crucial Conversations - Patterson, Green, McMillan, Switzler

Inspire Performance

Delivering Happiness Tony Hsieh

Leadership and Self-Deception - The Arbinger Institute

Screw it Let's Do It - Richard Branson

Peak - Chip Conley

Give and Take - Adam Grant

The Five Dysfunctions of A Team - Patrick Lencioni

The Speed Of Trust - Stephen Covey

The Levity Effect - Adrian Gostick

First Things First - Stephen Covey

The Power of Moments - Dan & Chip Heath

Dare to Lead - Brene Brown

Coffee Conversation - Shane Garland & Grant Donovan

Coherence - Dr Alan Watkins

Hardwired Humans - Andrew O'Keeffe

Bottom-Line

The E-Myth Revisited - Michael Gerber
Scaling Up - Verne Harnish

About Shelley Holmes

Using tools, tips, ideas and strategies that help them to be really clear about what is 'success critical' and how to get there fast, Shelley inspires leaders to be a 'rockstar' in their organization and industry.

For several years, Shelley was a key leader in a High-Performance organization (that had national and international recognition). It is this real-world experience that underpins and brings to life the theory and insights gained, from her deep study of high-performance leadership.

Around the globe, she has worked with organizations (with total revenues in excess of \$116 billion) and supports thousands of individual leaders through, coaching, consulting, workshops, webinars, audio programs and the Make A Dent Leadership website.

Shelley's Philosophy...

It is essential for leaders to be transformational – because people and businesses deserve to scale up so they can thrive

Shelley's philosophy is that how you show up at work defines you as a human being, and the transformational dent you will make in the universe. She believes that everyone deserves to work with a leader who transforms: them, their business and their community!

On grand and small scales, the way you interact with others, the products, and services you are a part of delivering, all flow together to become a part of the legacy that you leave behind. The way you deal with others, the things you teach them, that cause them to grow, and become a better version of themselves as individuals, work colleagues, leaders, and parents ... now that defines who you are!

There are hundreds of resources like this at [Make A Dent Leadership](#) where you can join our community of leaders who are focusing on being inspired and inspiring and making their dent in the universe.

If you are ready to be the best possible version of yourself, to lead with more energy and passion than you thought possible... if you are ready to be a “Rockstar” in your industry ... then:

You can connect with Shelley

Website: MakeADentLeadership.com

Contact: [Email](#)

Twitter: twitter.com/MakeADentLeader

Facebook: facebook.com/MakeADentLeadership

LinkedIn: linkedin.com/in/shelleyholmes