

Expect More

from
2010

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

With Compliments From
Steve Francis

My contribution is on page 21. I hope you find it valuable.



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My Formula for Business Success – Gihan Perera

Here's my simple four-point formula for success and happiness in your business:

1. Do what you love ...
2. ... that you're good at ...
3. ... with people you like to hang out with ...
4. ... and get paid well to do it.

Easier said than done, right? Maybe. Let's look at these things in turn.



1. Do what you love.

I think Tim Ferriss's excellent book *The Four Hour Work-Week* is widely misunderstood. It's not about working four hours and then goofing off the rest of the time. It's about doing what you love, so the stuff that you just *have* to do – rather than want to do – takes up only four hours.

Not sure what you'd love to do? Ask yourself questions like this: What do you do that doesn't feel like work? What would you do if you didn't have to work? What would you do even if you weren't being paid for it? What do you do that makes your heart sing? What do you do to take your mind off work?

2. Do what you're good at.

One of my favourite actors, Steve Martin, when asked for his secret to success, said this: "Be so good they can't ignore you". The world is moving past advertising, big promotional budgets, and saturation marketing. The Web 2.0 world is about reputation, community and the power of your network. Lead with value. Be so good they can't ignore you.

3. Hang out with people you like.

Who are the people who turn you on? Who shares your values? Who inspires you, and whom do you inspire? Choose *these* people as co-workers, clients, customers, colleagues, collaborators and peers.

If you're not there yet, this might seem difficult. Start with baby steps, such as trying out a new niche market, offering to join a new working group in your organisation, or volunteering outside work hours.

4. Get paid well.

It's easy to under-value yourself, and it's difficult to ask for money from people you like. But if you're doing the first three things, you're a valuable person in their eyes. The world admires and respects people who are doing what they love, with people they love, and doing it well.

So ask for what you're worth!

Gihan Perera is an Internet strategist. He helps smart, passionate business owners succeed on-line. Since 1997, he's worked with some of Australia's leading thought leaders, change agents and entrepreneurs, helping them leverage their expertise, individually and in groups, on and off the Internet. Visit his Web site www.GihanPerera.com for his free on-line course "*Fast, Flat and Free: How To Survive and Thrive in Today's Connected World*".

What exactly are 'excellent communication skills'? – Ross Clennett

It has to be one of the most clichéd lines in job descriptions and recruitment advertising – the request for '*excellent communication skills*'.

It is omnipresent in today's HR and recruitment lexicon. Alternatively, substitute your favourite synonym such as 'excellent', 'outstanding', 'exceptional', 'superior' or 'high level'.

Unfortunately these phrases are of no help whatsoever to anyone. Why?

To make an accurate assessment of a candidate's suitability for a job, it is necessary to compare the competencies required to succeed in the job with the competencies possessed by the candidate. 'Communication skills' is not specific enough to be a competency.

The test you can use every time to find out whether you have **specific** competency or a **broad** competency is to ask 'do I know the specific **behavior** being sought?'

'Excellent communication skills' fails the test of a specific competency. There is a two step follow-up process to rectify this.

Step #1 - Identify the actual behavior being sought i.e. 'what's an **example** of the excellent communication skills being sought?'

This example might uncover any of the following:

- can present effectively to a small group
- can write clear and concise management reports
- can negotiate effectively with key customers
- can win over difficult yet influential team members
- can motivate an underperforming team
- can build relationships with key stakeholders
- can deliver honest feedback to individuals
- can speak clear and understandable English
- can build trust quickly over the telephone with prospects
- can communicate IT issues to non-IT people

Step# 2 -Understand the **context** within which the specific competency is mostly used. This will be gained by asking one or more of the following questions: What sort of information? To whom? How often? How many? For how long?

You should now have sufficient information to accurately identify the **specific competency** and then the **context** within which the specific competency will be required.



Ross Clennett is a recruitment expert and the author of "*Succeed Quickly or Fail Slowly: A High Performance Framework for Recruiters*". For a free copy of Ross's book or to read any of Ross's articles on recruitment please visit www.rossclennett.com.

No Dumb Questions....Really? – David Penglase

My first business degree was a bachelor of business majoring in the psychology of adult learning and we learned that there was no such thing as a dumb question.

Well, perhaps in a learning environment that is correct, however for anyone looking to win more new, repeat or referral business in 2010, be warned.....there certainly are!

What's more, if you're not aware of the impact of the questions you're asking, you could be losing business and sales opportunities.



Our questions are the mirror of our value!

Highly successful communicators ask value-discovery questions.....questions that have the capacity to 'comfortably disturb' clients into wanting to take action. Highly successful communicators not only know what to ask, when to ask and how to ask these value-discovery questions, more importantly, they know WHY they are asking the question.

They are aware of their **intention**.....and when their intention in asking these types of questions is to help their clients discover value, opportunity and possibility of improvement in some way (as opposed to just collecting information), clients respond with an equal amount of engagement with the questions.

Two 'dumb' questions to avoid at all costs.

So in 2010, my challenge to you is to avoid asking questions that result in the following responses by your clients.

The first response we want to avoid is "**Of Course**" responses. Of course the answer is yes, or of course the answer is no.

To avoid that type of response, which disengages the client from the conversation, don't ask questions that have an obvious answer. For example, "Is dealing with someone you can trust important to you?" or "Is a quality finish important to you?" These 'obvious answer' type questions just patronize people.

The second response to avoid is when the client hears your questions and they ask (either silently to themselves or out loud), "**Why are you asking me that?**"

To avoid that type of response, which disengages the client from the conversation, put your purpose or reason for wanting to ask the question *before* you ask it. In that way the client always knows your intention.....and when your intention is to create value for your clients, they will engage with your questions with deeper levels of thought and a stronger sense of the value you might be able to provide.

The questions you ask are the mirror of your value.....so in 2010, ask better questions with stronger intention, and you will form stronger trust relationships with your internal and external clients.

David Penglase is the director of SalesCoachCentral.com, a world leading membership resource site for business owners and salespeople looking to win more new, repeat and referral sales. Visit www.salescoachcentral.com for your free fast track video masterclass now.

Spruce up Your E-mail Etiquette – Shirley Taylor

E-mail is having a huge effect on the way we communicate, but not always for the better! With large volumes of e-mail and pressure to reply quickly, the quality of our messages is declining. What you write and how you write it will affect what people think of you, just as a handshake does when you meet someone face to face. Well-written messages that look and sound professional will help people feel good about communicating with you and your organisation. Here are my tips for better e-mail etiquette, or **netiquette**:



Never leave a response too long. It's common courtesy to reply to a message promptly – even if you have to say that a detailed response will be sent later.

Ensure e-mail addresses are correct. Correctly addressed e-mail messages are received within seconds, but it can take a while to receive a message saying that an incorrectly addressed e-mail wasn't delivered.

Take off the caps lock. DON'T SHOUT! Even though you want to get noticed, please don't use capitals in e-mail messages. This is like shouting - it is rude and will usually be counter-productive.

Informality is OK in e-mails. Replace formal salutations like "Dear Leslie" with "Hi Leslie" or even just "Leslie". Similarly, replace "Yours sincerely" with "All the best" or some other informal closing.

Question your subject heading. People are most likely to read important-looking messages first. Give your e-mail a SMART subject heading – specific, meaningful, appropriate, relevant and thoughtful.

Use short sentences and short paragraphs. The shorter your messages, the more likely they will be read and understood. But don't make them so short that they are abrupt or unclear. Remember your paragraphs too.

Enumerate with numbers or bullets. Present your messages attractively. Use numbers, bullets or sub-headings if possible. This will add to the clarity of your message, and it will help both you and your reader.

Tidy up long sentences. Tapping away at the keyboard as you think, it is easy to allow sentences to become too long. Go through your message carefully, and improve clarity and understanding.

Take a pride in your finished message. Make sure your message is accurate, brief and clear as well as attractively presented. In this way it is more likely to be understood and achieve the desired results.

Ensure everything is right before you hit 'send'. Get it right first time! Your readers will thank you, and you'll start reaping massive rewards in better communication and better results! It's worth the effort – start now!

Shirley Taylor is passionate about helping people communicate well, in person and in writing. She is Series Editor of *ST Training Solutions Success Skills Series* – short, practical books that will help you enhance your success both personally and professionally. Download your free *Seven Steps to Success* e-book at www.STSuccessSkills.com and start shaping the star in you!

Use Your Immeasurable Power – Darren Hill

I am on a mission in 2010 to get people to tap into a power that has a depth and breadth to overcome the most difficult of conflicts; an immeasurable power has a rare ability to transcend culture and race.

I am talking about a power beyond measure; a power when used consciously, overcomes any language difficulties or gender specifics that otherwise might become a problem. A power that is a defining catalyst for success, whether it is in business or relationships.

Can you see that a power such as this, if used well, can bring us untold riches? And the coolest thing of all...



You already have this power at your disposal!

OK, I will not keep it a secret any longer. Strap yourself in. Here is your power.

Every time another human being engages with another, we have a choice to make:

- We can choose to **make their day better**; or,
- We can choose to make their day worse.

It is the simplest, most powerful form of influence. It can be ordering a coffee of a morning with gratitude and thanks versus disdain or indifference. It will see you change that person's day. But this power needs not be confined by small acts of politeness. It applies to the grandest of acts.

A power to change the world

Perhaps it was an individual who stood armed only with a shopping bag in front of a column of Chinese tanks just outside Tiananmen Square a little over 20 years ago; or perhaps it was a humble nurse who worked by candlelight in the Crimean war; or recently a modern day business tycoon who pledged to give away 85% of his \$65 Billion fortune to charity.

Warren Buffet, Florence Nightingale and an anonymous 'Tank Man' on Chang'an Avenue in 1989 all undertook extraordinary acts for Humanity. But the reality is they were just ordinary human beings exercising their power to choose to make people's days better not worse.

Can you see the application of this power in our everyday lives? Can you see that money spent on customer service programs wasted unless we get people to consciously exercise this power with each engagement?

So choose to make people's days better not worse...

It's a great mantra to carry into 2010, don't you think?

Darren Hill is a Behavioural Scientist and Thought Leader who loves to study people. A highly sought after keynote speaker, trainer and facilitator, Darren is also the author of a wonderful 2-part series E-Book "*Courage as a Skill*". Visit www.darrenhill.tv to access your complimentary copies today.

Turn Hope into Action – Sharonne Phillips

The media is on the recovery bandwagon and I believe that 2010 will be a year of hope as optimism returns to our lives.

Hope seems to be an antidote in times of uncertainty. It is an expression of the indomitable human spirit and allows us to look to a brighter future. But hope alone is not enough.

The problem is: If we get stuck in our hopes we risk never changing anything in our reality. Daydreams, wishes and desires all make us feel better, but we need to define what it is we really want before we can take practical steps to implement our ideas and make them a reality. Achievements are built from actions.

And we need to have a healthy dose of aspiration, inspiration and perspiration mixed with a reality check to make sure that we don't get lost or distracted from achieving our goals, whether they be business or personal.



What do you hope for?

Most people would hope for better business, a balanced lifestyle, health, happiness for themselves and their loved ones, and end to pain and suffering. In fact, the sky's the limit. Name it, define it so you can achieve it, and make it real.

So what's the point?

Our hopes can unite us and make us feel a part of a community when we share the same hopes and dreams. But they can also be a big time waster if we keep our hopes as daydreams rather than plan concrete actions to translate the hopes into reality.

Get clear about what your hopes are – why they are important to you and whether they really are something you want to have in your life, or whether they are just an excuse or an escape. Then you can get clear about what you want to do about them.

And *that's* the point.

Translating hopes into reality.

What do you need to do to have your hopes come true?

Make sure it is something under your control, remembering that you can only suggest and influence others, not control them or other external factors.

Can you allow yourself to achieve your hopes and dreams? If not, it will not happen. So do whatever you need to change your self-talk and limiting beliefs and practices first.

Is it ethical and conscionable? You and others will have to live with the results of your actions.

Do you really want it? Actively choose where you want to spend your time, effort and energy this year. Keep your dreams as dreams to thrill and excite your interests. Have realistic, achievable plans to turn your hope into action and achieve fantastic results.

Sharonne Phillips IS calm from chaos. She is the author of "*Coping Strategies - Thriving in Uncertain Times*" and "*Surviving Your Relatives at Christmas*". Visit www.SharonnePhillips.com and get your complimentary copies now.

Change What's Normal – Ian Berry

Like 9/11, the GFC has changed the world forever. Business as usual is over. More like "business as unusual", as Anita Roddick once said. Have you changed? Or are you still doing what you have always done.



If so 2010 could be the year you go broke!

2010 can be your best year yet however if you change what's normal about your intention, feelings, thoughts, and actions. This is authentic innovation. To change what's normal. And for me to do so for the good of people, our planet, and for profit.

Please consider the following:

Are you old world or new world?

Normal (old world)

networking
advertising/marketing (trying to attract)
competition
conformity
consultant
price
tell
download
asking for referrals
information
leadership or management

value

Innovation (new world)

tribes
reputation (being attractive)
collaboration
non-conformity
trusted adviser
ask
upload
giving referrals
insight
leadership and management

If you are not yet new world in your intent, feelings, thoughts, and actions then 2010 is your big opportunity.

Four possible actions to take to change what's normal.

1. Make the conscious choice to no longer be stupid or idiotic. Someone once said that the definition of **stupidity** is: "Expecting a different result by continuing to do the same old thing." Someone else said that the definition of **idiocy** is: "Doing something different and still getting the same result."
2. Make a list. On one side of the page note the areas of your life you feel are worth celebrating. On the other side make a list of the areas of your life you feel you could achieve greater results in.
3. On the other side of the page note the changes you know you must make regarding your intentions, feelings, thoughts, and actions in order to keep celebrating what you are and make the improvements you desire.
4. Make the changes. **You will then be in the top 1% if human beings** who actually do what they know they should. And more than likely 2010 will be your best year ever.

Ian Berry CSP FAIM is Executive Director of Differencemakers Community. He has been partnering passionate people to change what's normal for the good of people, our planet, and for profit for two decades. Please visit www.ianberry.au.com and www.differencemakers.com.au for further insights.

Overcoming Problems – Clive Murphy

When things go wrong in your life, do you constantly focus on and discuss the problem?

This can happen at work, in sport, in a relationship or in a family.

There are two parts to this: The **problem** and a **solution**.

Which one is the most important?

Clearly, the solution.

It is important to identify and define the problem and then focus on achieving the solution.

What happens if you continue to focus on the problem? It gets bigger. The more you focus on it, the bigger it becomes and the worse it appears.

The next time you are having a disagreement with someone, ask yourself: Am I focusing on the problem or the solution?

Which one are you focusing on when:

- you argue?
- you feel depressed?
- you feel sad or upset?
- you worry?
- things are not working out or you fail to get your own way?
- you stew (dwell) on things?
- you feel frustrated or angry?
- you focus on what you don't have; what you are missing?
- you focus on how poor you are – in time and money?

Producing any of these states indicates you are focusing on the problem. For example, a depressed person is simply depressed because they continue to focus on the problem and what is going wrong. The more they focus on it, the worse they feel.

If you worry about things, you are focusing on what can go wrong. Abraham sums it up beautifully: "Worrying is using your imagination to create something you don't want."

Identify a possible solution. Identify how you would ideally like to feel.

Brainstorm possible solutions with a trusted family member or friend.

Once you identify the solution, the next step is critical.

Create an action that is going to deliver the result. Do something to fix the problem. Do anything to see if it works. At least you are working on a possible solution.

Make 2010 your best year yet.



Clive Murphy is a best selling author who helps program you for personal success. His concept on achieving high self-esteem and confidence is new, easy to understand and implement ~ and is regarded by many as one of the best available. To learn about the power of your mind and help realize your potential, go to www.clivemurphy.com.

Inoculate Your Weak Points for 2010 – Paul Archer

Around the world Swine Flu is rearing its ugly head, especially as the cold weather draws in. And I'm hearing rumours that children will be inoculated against the illness shortly in schools particularly here in the UK. I remember being jabbed against polio as a child and feeling awful afterwards for a few days.

Apparently, inoculations give you a tiny bit of the disease, just enough for your body to build an immune system protection against the full blown illness. So when you get exposed, your body can fight it off.

Clever stuff really and something we can all use in selling and coaching as well.

In sales, it's a good idea to inoculate your customer against weak areas in your proposition or product. Sooner or later they'll find out about them so try to immunize yourself first.

For example, one weakness I have over my competition is that I operate a small company without all the back office coordination and big company support. I point this out early in my client meetings with the benefit that I personally can be involved in all aspects of dealing with the client, giving a personal service.

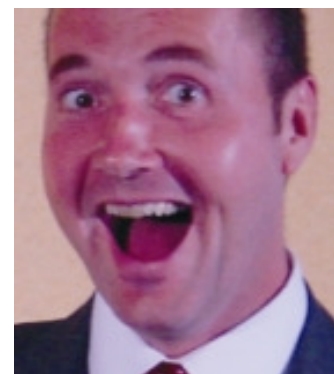
You might be selling life assurance or protection and you know full well that your underwriting standards are the strictest on the market, so you point out that your company likes to ensure that their health is fully vetted so any claims are paid out almost immediately. If there are doubts about your initial health situation this could lead to hold ups in having the benefit paid. Not good so you don't work this way. But this does mean the underwriting takes a little longer and may cause some minor delays in the application.

You might want to do some coaching with one of your team members but you can't get the time to personally visit them too often, so you point out that you would like to conduct most of our meetings on the telephone to free up their travel time to your offices, so they can spend more time with their customers.

You might want to do some coaching with an experienced salesperson and you are new to the industry that they work in. So you point out earlier in the meeting that you can bring fresh best practice ideas from a different industry thus bringing a new perspective to the coaching experience.

I'm sure you get the idea.

So remember to figure out your weaknesses and try to immunise your customer or coachee early on in the conversation for a brilliant 2010.



Paul is an international sales speaker, sales trainer, author and coach based in the UK. He specialises in rapport selling and rapport sales management and can help you earn your sales bonuses.

Paul's Blog at www.paularcher.com.

Sign up to Paul's weekly sales and sales coaching tips by sending an email to tips@paularcher.com or visit www.archertraining.co.uk to sign up.

Host Strategic Conversations – Gary Ryan

Imagine hosting a conversation where every member of your team could actively participate to create a shared understanding of what you are trying to achieve in 2010. "But my team is too large!" you might say. No team is too large to host a strategic conversation. How do I know? I have participated in and hosted conversations from 12 to 1,000 participants!



Who should host a strategic conversation?

Organisational leaders who wish to engage their team members in creating truly outstanding results should host strategic conversations. "But my team is located across a number of locations. The costs alone of bringing them together make this impossible!" Fortunately the word 'impossible' has an opposite – in this case it is 'what's possible?'. Technology has enabled strategic conversations to 'bring in' people from outside the physical event. A twitter back channel is just one example of how this can be achieved.

What is the process for conducting a strategic conversation?

Based upon the initial work of Juanita Brown and David Isaacs (see www.theworldcafe.com) the following eight step process is recommended.

1. Ensure the venue is set up 'café style', including access to natural light
2. Hold a brief keynote to set the scene for the strategic conversation
3. Introduce the etiquette for the conversation and explain the role of the table hosts
4. Pose the first question
5. 'Cross-pollinate' the conversations by rotating for two to three rounds
6. Hold a 'town hall' to capture the themes from the question
7. Repeat steps 5 to 7 for the remaining questions (usually 3 to 4 questions in total)
8. Summarise and share the 'next steps'

The power in the process

People have an amazing capacity to talk when they are in a café! Strategic conversations capitalize on that natural human capacity. When the theme of the strategic conversation and the questions that are posed are about issues that matter, then people **WILL** be engaged and they **WILL** talk. The process enables people who would not normally talk with each other to do so. As a result, good ideas are accepted for what they are and the initiator of the idea can fade into the background. This is extremely important in the context of enabling senior staff to participate 100% in the conversation. In other forms of large group conversations an idea from a senior staff member can be seen negatively – just because it came from the senior staff member. Our experience in conducting strategic conversations has seen this issue disappear. Good ideas are shared and accepted no matter who raised them. Hosting a strategic conversation and well worth the effort and will ensure great results for your team or organisation in 2010!

Gary Ryan is a founder of Organisations That Matter and with his partner Andrew O'Brien he has been participating in and hosting OTM Strategic Conversations since the year 2000. To access free information regarding how to prepare the right questions for strategic conversations, please visit Organisations That Matter at www.orgsthatmatter.com.

Be a Catalyst for Innovation – Shelley Dunstone

Innovation doesn't just happen. Someone has to make it happen. Innovation doesn't just start when someone has an idea. Ideas are the raw materials of innovation, but someone has to create the conditions in which new ideas can form.

It is very fashionable for businesses to say "We are innovative". It's an easy thing to say in your marketing brochure. But it's even easier to keep on doing the same things in the same ways. *Saying* you are innovative doesn't *make* it so.



Human nature sabotages human ingenuity

Humans are naturally creative, but in at work, forces conspire to block ideas from flowing. "Lateral thinking" techniques rely on people coming up with silly ideas as part of the process leading to a creative breakthrough. But human nature inhibits people from voicing these ideas, and leads them instead to offer safe and acceptable ones.

What's more, people often don't question the entrenched methods of doing things. There's an assumption that the existing way must be the "right" way. Questioning the way things are done can feel like a risky thing to do.

Leadership is the driver of innovation

Leaders have to provide a catalyst for innovative thinking.

Communicate a clear vision for your business. The "why" will guide people as to what types of change are needed. It will also help you implement the changes, as the reasons for change will be clear to all.

Ask questions. Questions draw people's attention to things they otherwise would not think about. As we go about our daily routine, we do a lot of things on auto-pilot, without asking ourselves whether it is really the best way. Questions draw attention to things that we normally take for granted. You can get competitive advantage through being more creative with the topics you set for discussion.

Seek questions. Encourage people to be curious, and to question what they do and what they see happening around them. Offer a prize for the best question of the week.

Innovation keeps people engaged

Encouraging your people to be innovative motivates, energizes and engages them. It helps you get more value from those expensive, big-ticket items, your people. This helps you retain your staff members and to attract others to work for you.

And, whilst innovations can be copied, a culture of innovation cannot be. Your culture of innovation, the capacity to keep coming up with new ideas, is the ultimate competitive advantage.

Shelley Dunstone speaks, writes and delivers programs on Leadership for Innovation. For a FREE copy of her Special Report, *"Be the Fire – 12 Ways for Leaders to Boost Innovation at Work"*, visit www.shelleydunstone.com.

Make Marketing Simple – Penny Burke

I have worked in marketing for over 24 years (I don't look that old, do I?!) and across a range of sectors – from fast moving consumer goods to retail, industrial to pharmaceutical, and more recently, large scale social and behavioural change campaigns for the public sector. I've been lucky enough to be involved in a whole gamut of marketing 'outputs' – from some of Australia's best loved TV campaigns to the printing of 1.7 million fridge magnets, to the development of countless marketing plans with no advertising campaigns whatsoever.



And I've noticed over the years there's a real tendency to make marketing much more complex than it really should be. The practice of consumerism is actually a pretty straight forward enterprise, and generally your 'target audience' doesn't spend anywhere near as much time thinking about you (or your competitors for that matter) as you might think they do. Frankly, they don't care that much!

So I reckon there are three rules you really need to get your ahead around in 2010 to get you off to a good start...

The three rules for marketing clarity!

1. Work out what you're famous for
2. Deliver it consistently
3. Leverage your point of difference

The first rule in my mind is the most important of all – knowing what it is you are famous for. Many people tell me their business is famous for reasons that are just the same as everyone else in their field or category. Being famous for 'the best tasting food' is not differentiated at all for a food company – who sets out to make mediocre tasting food? Being famous for 'good service' is pretty tough unless you are in a business where literally every other player is known to provide BAD service – otherwise that is not a claim that differentiates you, that you can be famous for.

What are you really best at? What really differentiates you from your competition? Not just what you do functionally in your business - but how you make your customers feel *emotionally*. The first rule of marketing is to know what your customers think you're best at – and you should be wary, any time you try to be famous for something that everyone claims.

I have written an e-book on this very topic – the three rules of Marketing. If you would like to read more about them, please go to my website, www.essencecomms.com.au and head to the Resources section and download this ebook – and any other ebook on a variety of marketing topics that might help you - completely free of charge.

So good luck! Keep it simple and make 2010 the year of getting famous!

Penny Burke is the author of several marketing books and e-books. Visit www.essencecomms.com.au and get your complimentary marketing e-books now.

Make Exercise the Hardest Thing You Do Each Day - David Beard

Just after I started working in Aged Care I met a lady who had just moved into an aged person's hostel. She didn't want to be there and she missed her own home so much. Her family had persuaded her to move as she had been losing weight and her health was deteriorating.

During our conversation I discovered that she hadn't been eating properly. Not because she couldn't cook for herself, but she had been struggling carrying the shopping home, so she was buying less groceries and as a result not eating enough. Not surprisingly, her health had started to suffer.



Might this to happen to me?

It's a given. We all get older and with that our body changes. One of the outcomes of getting older is that eventually everyday tasks get harder to do. The easy option is to stop doing things as they get harder and just accept the limitations that life imposes.

For many people, this is the choice they make, even though they might not notice that they have stopped doing something they used to do. Unfortunately, the result of this is that they end up being able to do less and less. For many, the eventual result is loss of independence.

What can I do to prevent this happening?

The alternative is to push yourself to do things that are harder than any of the everyday task you have to do. This means exercising; whether it be lifting weights heavier than your shopping, walking faster or further than you normally do or walking up stairs just because they are there.

While nothing will stop the ageing process completely, staying active is the only strategy that will help to delay the loss of fitness that limits your life. The body needs the exercise stimulus to keep rebuilding itself.

The great news is that not only will exercise delay the loss of capacity that comes with ageing, if you exercise hard each day everything else feels easy. Surely that's worth half an hour of effort each day?

The challenge is keep exercising even on the days you don't feel like doing it.

Because you know it will make the rest of your day easier.

David Beard is the author of "*If I'd only known I'd live this long...*". He speaks, writes, trains and mentors on practical ways for people to get and stay fit. He understands that for some people exercise isn't fun just something they have to do. So ... he helps them to do it!

Visit www.lifelongfitness.net.

Hangin' In There – Tony Fountain

There is a wonderful saying about being able to “walk the walk and talk the talk” and 2009 saw me in the situation of having to prove that to many people, not the least of whom was myself.



Having travelled Australia, New Zealand and the USA speaking on the power of self belief and of chasing your dream, this year saw me back “in the trenches” of selling real estate by purchasing the Ray White Bowral (NSW) franchise. Add to that my ownership of the Fountain Auction Academy that specialises in training real estate agents on how to successfully market property by auction and it was obvious that everything I had stood or fell on my ability to perform.

Righto smarty pants, are you going to make it?

If I said that it was easy that would be a massive fudge for the combined factors of starting up a fresh entity not only in an area where I had never lived before but also in the year of the biggest financial collapse since the Great Depression certainly created a taxing atmosphere to say the least.

Many were the times when I thought “Bugger it, this is all too hard at my age” but it was then that the mongrel clicked it, a chat or three to “self” about what I would say if a member in my audience was making these views and it was full steam ahead.

So what happened?

1. To start with, I lost 15 kilos through the amount of walking I did in door knocking and calling on clients so my ticker was an obvious recipient of the effort!
2. I had a real affirmation of the fact that what I was teaching DID work in the real world “out there”.
3. I have modified some of the points I would have made prior to this and added some more realistic ones in terms of goals and techniques.
4. We have become the leading auction agents in the Southern Highlands area.

So what are the key ingredients when “chasing your dream”?

They are very simple – (1) believe in yourself (2) dare to have the dream in the first place and (3) learn with laughter – the world is far too serious so learn to laugh at yourself and life.

Whilst we all suffer from delusions of grandeur at times about what effect we can have on the world, the reality is that we are here for a nano-second of time in a big picture sense so get out there and enjoy every minute of life. Don't worry about material things – I've never yet seen a luggage rack on a hearse!

Tony Fountain is the author of *“The Complete Guide to selling Real Estate by Auction”* and the e-books *“The Vendors Guide to Selling Real Estate by Auction”* and *“Success starts with a Dream”*. Further details can be found at www.fountainandco.com and www.rwrsouthernhighlands.com.

Crafting Powerful Presentations – Jani Murphy

We have all experienced “death by PowerPoint”.

PowerPoint is a visual medium designed to allow us to communicate our ideas simply to a large audience. A PowerPoint presentation should complement the presenter yet too often, is used as a teleprompter and as a way of compiling handouts.

If you want to avoid “death by PowerPoint” when you create your next presentation, follow these key steps:



1. Plan your presentation offline.

That’s right – use good old pencil and paper to plan your presentation. Presentations are designed to inform, educate or persuade and a coherent storyline or structure is essential. Make sure you are clear on the context for your presentation – what does your audience want and need? If you immediately leap into PowerPoint (or Keynote) to design your presentation, you will be distracted by the detail; what font to use, what colour palette etc. Plan offline and get your story right first.

2. Don’t use bullet points ever.

Presenters use bullet points as memory joggers. Don’t do it. Make your slides memorable by using images that jump out at you. To transition from bullet point slides, identify the key points on each slide, put each point on a separate slide in the format of a declarative statement and add a strong visual.

3. Pictures are king.

According to research by Dr James Medina, if you hear a piece of information, 3 days later you’ll remember 10% of it; if you add a picture, you’ll remember 65%. We have better recall for visual information so use strong visuals on your slides. Look for images that can be used as metaphors for the point you want to make. Use photographic images – don’t replace death by PowerPoint with death by clipart.

4. Keep your slides simple.

Don’t think decoration, think communication. If it doesn’t add meaning to the slide, don’t add it. Simple slides minimize the work your audience has to do to work out what you’re saying and if you decrease the attention your audience has to pay to complicated slides, you will increase the attention they pay to you. This means no company logos (it’s not about you, it’s about your audience), no slide numbers etc. Your slides are not your presentation, you are.

5. Change gears every 10 minutes when you’re presenting.

After 10 minutes, audience attention starts to drop. Break your presentation up every 10 minutes by telling a story (black out the slide so you have complete attention), show a relevant video clip or do an audience participation exercise.

Jani Murphy is a speaker and educator. She works with organisation and individuals helping to improve productivity by increasing clarity and focus. You can email her at jani@janimurphy.com for more information on seminars and workshops or visit www.emailsmart.com.au.

Have Enough Money for What You Want – Matt Hern

Do any of your new year's resolutions or goals for this year require money to help you achieve them? It's likely they do.

For example a goal to get fit may require gym membership, new exercise clothes, servicing your bike and sessions with a personal trainer. A goal to lose weight may be supported by membership of WeightWatchers, CalorieKing or Lite 'n Easy.

Spending on these items may be totally justifiable when the goals are among the most important things to you right now. So don't hesitate because you're not sure if you can afford them. That said, don't allow them to blow your budget either.

This year ensure that you have enough money for what you **really** want by saving for the significant and minimising the insignificant.



Save for the Significant and Minimise the Insignificant

A friend recently told me that their savings to take their kids overseas to Disneyland keep getting dipped into for other things in life. So the holiday, which is really important to her, may be delayed or even cancelled.

Can you relate to that situation? The problem is that we spend on things we can't even remember then miss out spending on creating lifelong memories.

The key when creating your "budget" of how you will spend your income is to start by allocating money to those life experiences that are most important to you. Some may be irregular events even years away but don't let that stop you from saving for them.

Your day to day spending is the amount that is left over. By only spending that pre-allocated amount on little things you naturally minimise the insignificant.

Implement a Financial Life Plan

If you like to be purposeful about the way you achieve your goals then take the above a step further by creating a Financial Life Plan. Since most experiences in life require money to facilitate them when goal setting you need to include 'finance' in your list of resources that will support you in your achievements. Your financial life plan needs to include:

1. **[What]** Describe the things that are really important to achieve, own & experience
2. **[When]** Define when you want them by and/or the frequency (e.g. overseas holidays starting next year and every 3 years thereafter)
3. **[Cost]** Define how much each will cost (in today's prices).
4. **[Budget]** Calculate how much you need to save each pay so that you'll have enough money. For long term goals (7+ years) you may need the help of a financial planner.

[Save] The obvious but often challenging final step – so enlist guidance and support from a personal trainer for your money – a qualified financial planner.

Certified Financial Planner™ professional Matt Hern helps you purposefully act to have enough money for what's most important to you in life. For more detailed money tips and guides visit www.money-guide.com.au. This article is general information only.

You Can't Ignore China in 2010 – David Thomas

Australian business **must** engage with China in 2010 - here's why:



1. China's economy is booming

The evidence is everywhere – in construction, infrastructure, property, retail and large scale manufacturing. The timing, size and impact of last year's US\$586 billion stimulus package has delivered an immediate return to the economy but the greatest benefits have been delivered in so many other ways, including the range and quality of services across the board. China's economy seems certain to maintain its average growth rate of 8.5% p.a since 1978, despite the dire predictions of late last year.

2. Domestic Consumption is rising

This is the great test for China. With the collapse of its exports to the developed world, can it consume enough internally to maintain its momentum? The signs are encouraging on the streets of Shanghai and Beijing, with the shops busy and every sign of western-style consumerism, plus the data is positive in terms of household income and expenditure, consumer sentiment, confidence and other leading indicators (motor car sales, use of credit cards etc.).

3. China is leading the world in renewable energy sources

China is now producing at least 50% of the world's solar energy and this was noticeable in Beijing with many of the street and highway lights powered by solar panels evident along the side of the road. China plans to build seven large wind-power bases over the next decade and, whilst China's energy needs are expected to double by 2030, it expects to meet at least half of those needs from wind and solar power sources.

4. The Private Sector is growing rapidly

China is now shaking off its image as a country dominated by a small, lumbering collection of large state owned companies, with all of the associated risks, challenges and restrictions for foreign investment, trade and business, and an increasing number of opportunities now exist in the private sector. Private companies in the US\$5m to US\$50m turnover range were identified as representing the most interesting investment opportunities at the moment, and there is significant interest from many foreign companies and investors now looking to gain a foothold in the private sector.

5. China is moving up the value chain

China is looking to upgrade the quality of its exports by moving into higher value manufacturing capabilities. As a result, the development of technology-led sectors and high-value capabilities has become a key policy focus. In this respect, the collapse of low value exports to the developed world is a blessing to China as it has forced the whole country to accelerate its move down this path.

Don't be the last to go to China – make it a priority in 2010!

David Thomas is the Principal of Think Global Consulting. Visit www.thinkglobal.com.au to receive *Insights*, a regular update on global trends and business hotspots around the world, and contact him to assist you with your global expansion plans, cross-cultural challenges or to help you decide how to get started offshore.

The Nine C's of Crisis Communications – Tom Murrell

Pictures of the West Atlas oil rig ablaze in the Timor Sea were made for television. The rig had been leaking oil since August 21 2009 and the 10 week saga to plug it has been described as one of Australia's worst environmental disasters.

What do you do in a crisis like this?

1. Commit to engage - no blame just facts

Engage with stakeholders, quickly, accurately and stick to the facts and communicate with close relatives affected first, internal staff and key customers or suppliers second and thirdly external stakeholders via the media.

2. Clear plan – develop and road test regularly

Have a plan, team and resources in place before a crisis happens.

3. Control agenda – no speculation

Control the agenda and the message. Media training key spokespeople is essential.

4. Communicate – show empathy to those affected

Be active, honest and sympathetic. Customers, community and public interest first and company interest last. Disclose, do not cover up. Be Visible, do not hide.

5. Calm confidence – be a visible and available leader

Be proactive, not reactive, rational, not emotional, human concern, not material concern.

6. Be Concise – stay on message

Control media access and avoid phrases like "We don't know what is happening and don't care" and "We don't care and are not doing anything about it". "We know what is happening" and "We are solving the problem" is better with an action taken response rather than a cause/blame response.

7. Convene – gather resources for efficiency

Hold a media conference to communicate in an efficient, controlled and timely way.

8. Connect – distribute information

Databases, distribution systems and social media channels should be accurate.

9. Clarify and review – learn and improve

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



Thomas Murrell MBA, CSP is an expert in how to build, brand and sustain reputation capital. He can help develop your crisis plan, run crisis programs and media training. Get his free eBook and free eZine "Media Motivators", at www.8mmedia.com

You Empowering You in 2010 – Maree Harris

No one can empower you! Only you can do that for yourself. I want you to believe that in 2010 you can live your personal and professional life from out of an empowering space – and sustain it for the whole year.

Empowerment is an energy and dynamic within you, that powers and drives everything you are and everything you do.

To be, or feel empowered, is to be able to feel, connect with and act on the *power within* you, to believe that you can take control of your life, rather than have it controlled by someone or something else.

Empowerment enables us to stretch to the edge of our potential. It inspires us to take the risk and walk the edge of the precipice to find what is most important to our lives.

We all have a unique and extraordinary power within us. It's like an energy or light deep inside us. It is an enabling power that releases and sets free. It is power that is uniquely yours. In a very real sense, no one can take it from you, unless you allow them to.



How To Empower Yourself in 2010

1. Know and Understand Yourself – Develop self-awareness.
2. Believe in and Trust Yourself.
3. Surround Yourself with Other Empowered and Empowering People and Live and Work in Empowering Spaces.
4. Gear Your Values Towards Your Authentic Self.
5. Create an Empowering Vision for Your Life and Empowering Goals that Motivate You To Achieve Great Things.
6. Make Your Physical, Emotional and Spiritual Well-being a Priority.
7. Act Assertively, but not Aggressively.
8. Take Risks to Create a New Future for Yourself.
9. Work in an Organisation that Empowers its Employees.
10. Really Understand Your Job so that You can Empower Yourself to Do it.
11. Build Good Empowering Relationships with Others.

If 2009 has left you depleted and drained, engage a coach or mentor at the beginning of the year to help you focus, rediscover your empowered self and set you on a road to great success and fulfillment. Having someone who believes in you when you find it difficult to believe in yourself is very empowering.

Maree Harris is the director of People Empowered, a leadership and people development company. She is the author of *"You Empowering You for Personal and Professional Success"*. Visit www.peopleempowered.com.au, join her mailing list and receive your complimentary copy now.

Don't wait for a life crisis! – Steve Francis

We have all heard that we should make the most of every day but most of us just get by from one day to another.

Many people live their life as if it was a dress rehearsal. They put off doing things until another time.

"I'll play golf more once I retire. We'll travel once the kids are off our hands. I'll spend more time with the kids next year!"

Sadly, a life crisis brings many people back to reality. The movie 'The Bucket List' is based on this situation.

Whilst 2010 will invariably have many challenges, I'd encourage you to make certain it isn't just another year.

Take some time NOW to think about goals you would like to achieve in 2010 in the four following areas:

- Places to go
- Things to do
- Learn something new
- Person you want to be

These four goals don't have to be extravagant. Visit that interesting restaurant you drive past every day, do that activity with your children that you've been promising, sign up for a short course in something you've always wanted to learn, or become a regular blood donor.

Each of us only has so many days on this earth. Nobody knows how many!

To ensure that 2010 isn't 'just another year', try to always have ONE goal in each area. Once you have achieved a goal in a particular area, replace it with another one. Display your goals in a prominent location (eg a card in your wallet or a sheet of paper on your mirror). Make your goal in 2010 to really live life!

Life can't go to plan – if you don't have one!

5 tips to ensure that you get satisfaction from both your work and the rest of your life during 2010:

- Watch for negative self talk
- Notice what you have achieved TODAY, not just what else still needs to be done
- Set your own Golden Rules for work-life balance
- Look after yourself physically
- Always be working towards ONE goal in each area above

Steve Francis is a work-life balance guru. He is passionate about helping people achieve satisfaction from both their Work AND their Life. "Life isn't a dress rehearsal - this IS the REAL thing!" His audiences love his energy, enthusiasm and his ability to simplify complex issues. Steve is the author of the book "A Gr8 Life...Live it now!"

Further information www.stevefrancis.net.au.



Making a Difference in 2010 – Dr Ann Villiers

People who make a difference are often those who don't conform, are tenacious, courageous, refusing to be censored. In short, brave. Here are four ideas for having impact in 2010.



Expect less rather than more

More has long been the mantra of capitalist countries – more money, more choices, more goods, more production, more food on the plate, ore opportunities, more people, more jobs

Yet the More Mantra is at odds with the health of our planet. What the world needs is Less not More (e.g. fewer people, fewer cars, fewer mobile phone plans, fewer Christmas presents), because there is not enough to support More (e.g. water, oil, energy, food production).

Where can you trim your expectations in 2010?

Expect better rather than more

John Pilger, the 2009 recipient of the Sydney Peace Prize, called his City of Sydney Peace Prize Lecture 'Australia's silence':

www.abc.net.au/unleashed/stories/s2750516.htm

He talks about people 'looking from the side [at injustices] and doing nothing'. These are the times when we are indifferent to injustices, staying silent when we should speak up, allowing others to behave unacceptably, and letting people do more of the same rather than expecting better.

What injustices have you stood by, 'looking from the side'? What could you speak up about in 2010? Who could you encourage to do better?

Keep time in perspective

Glib comments are made about how the world has changed since some major event (most notably 9/11). Yes, there have been some changes, for some people. For millions (like those living in poverty), nothing has changed. Resist valuing only the new and dismissing the past, whether it's yesterday, last decade or last century. Seek to retain, restore what is lasting, eternal. Resist the temptation to dismiss what has been (e.g. Oh, that's so yesterday.). Assess the merits of the new. Do we really need 4000 mobile phone plans?

Search for similarities

We value diversity yet are quick to notice difference. Difference elicits fear, sliding into threat. Look first for what is shared, what people have in common. Seek to connect, to include, to give the benefit of the doubt. Expect friends rather than enemies. Are there invisible walls between you and others that could be dismantled in 2010? Are there labels that divide that you could dispute (e.g. calling legal refugees 'illegal immigrants')?

Dr Ann Villiers is Australia's only *Mental Nutritionist*®, drawing on iconic Australian stories for timeless wisdom and practical strategies, to illuminate what it takes to make a difference today. Please visit www.mentalfnutrition.com for thinking flexibly, speaking confidently.

What reaps your best harvest? – Ruth Bonetti

A new year, new diary and calendar. It looks clean and full of opportunity but all too soon will be chock full of fast paced busy busy, of yesterday-deadlines, of too much to fit into the day or week or year. Right? Wasn't time supposed to become more simple rather than less?

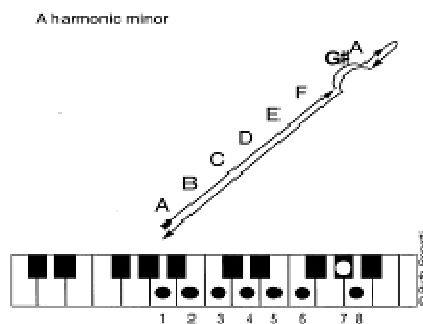


There's no time for tending weeds!

Many complain of being overcommitted, with so many activities to fit into the days and weeks. Work smart! Maximise your results by applying the **80-20 Pareto Principle**. Ask yourself: Which 20% of my work will lead to 80% results? Focus there for 80% of your time and you must yield a rich harvest.

Take a music metaphor

Whether it's a scale (and many seem mystified and oppressed by THEM!), a technical study or a glorious piece of music, musicians can identify where improvement is most needed – the 20% for example. You can play the easy parts, right? Why waste time reinforcing them, possibly becoming stale? Concentrate on the most important 20%. Allocate 80% of your precious time to this.



For example: The scale of A harmonic minor (left) needs most work on just the top few notes. The rest is as easy as ABC.

Here's the formula: 20% of the scale needs 80% of your time. 80% of results come from 20% of effort. (Excerpt from Ruth's book *Practice is a Dirty Word; How to clean up your act.*) See her other books for **musicians** and for **speakers**.

Look at your diary...

Which of the plethora of network opportunities available actually brings positive, fruitful contacts? Do they reap a harvest? Focus on those fruitful ones. How much time is wasted clearing spam emails instead of raising the bar of your spam filter? Do you waste time on small-fry jobs that take too much energy and time for too little gain?

The time saved from fruitless activity you could relax, replenish, or even tend that vegetable garden and enjoy its nutrients.

With the 80-20 principle, the bulk of your work can yield a rich harvest!

Ruth Bonetti empowers people to be fantastic on their feet in public performances of words and music. Her workshops, books and coaching develop holistic, practical and proven techniques for confident performance. Read her free e-Zines and articles at www.RuthBonetti.com

Read her free e-Book *52 Tips for Performance Power* at www.RuthBonetti.com

Managing Change in the 21C with A Prehistoric Brain – Anne Riches

It is almost impossible to talk about managing change in our workplaces without clichés. Because it really is trite and pedestrian to say that “inertia is easier than change”, “change is the only constant”, “the more things change the more they stay the same”. Trite and pedestrian but sadly true.

However, using another frequently quoted phrase from Albert Einstein: “We can't solve problems by using the same kind of thinking we used when we created them”.

Ironically, we have to go back to the era of hominids to understand why people continue to fear and resist change in our ever-changing world and why they still become fearful, anxious, suspicious and cynical.

I call it The Almond Effect®. It's when our inbuilt human survival system mistakes our employer's change initiatives for an ambush of sabre-tooth tigers and reacts biologically in the same way - though with behaviour modification to fit the work environment e.g. anger, gossip, poor performance, slow take-up rates, back-chatting, presenteeism. In other words, active or passive resistance.

Here are some of the implications of The Almond Effect®:

1. People are habitual, self-reinforcing & change resistant
2. Changing behaviours is hard – we've built up a lifetime of fears/patterns
3. Humans are hard wired for survival above all else
4. We react emotionally first, not logically
5. Energy & thinking is primarily directed to 'threats' not to the job

And here are some tips to manage it:

1. Deal with emotional reactions - it is THE key to success
2. Increase awareness about how our brains work to improve ability to change behaviours and gain buy-in
3. Provide consistent and compelling information to enable reason to override emotion (WIFM etc)
4. Build certainty e.g.: vision, roles, expectations, milestones, celebrations
5. Multi-path, multi-style communications - one size neurobiologically cannot fit all
6. Realistically budget time and resources for an emotion management strategy - people need time, focus and opportunity to re-wire their prehistoric hardwiring.

Anne Riches is an educator and speaker. Her special blend of neuroscientific understanding, extensive corporate experience, open, fun and heartfelt style means audiences easily learn brain (and life) changing ways to lead and mobilize the potential of their people for better business results. Please visit AnneRiches.com and sign up for more regular free tips from CLUES.



The Consequence Conversation – Helen Macdonald

Many managers & business owners, stressed by the current challenges, are neglecting some of the basics. They're so busy keeping the doors open that they risk losing connection with their people...and that's bad for business!

I believe that there is a simple solution to better results. The key is to have what I call "Consequence Conversations" and you'll be able to steer your way to business success in the toughest times.

It's critical that there is a positive consequence for your team member adjusting to the desired behaviour...and/or a clear negative one for not! I've identified five 'must have' Consequence Conversations to keep your people productive and effective.



#1. "Keep up the good work!"

Your best performers still need attention, particularly when you are relying on them to deliver the goods in a tighter market-place. If they feel unloved and unappreciated, they may well be tempted to look for a new job where their results will be noticed more.

#2. "I've noticed the improvement."

For your staff members who are doing better than they were, you need to let them know that you've noticed and you want to make sure that they continue to improve. Be careful not to put them off, though, with any additional adjustments you want to make.

#3. "You've dropped the ball."

One of your good, performers has fallen off the pace. You need to get them back up to their usual high delivery levels without creating a negative backlash from your correction.

#4. "Conflict is counter-productive."

When times are tough, as they are now, there is no spare energy for on-going conflict between individuals or teams. The whole team needs to be focused on improving productivity, effectiveness and results.

#5. "Shape up or ship out!"

Your team member needs to either decide to rejoin the team and change their behaviour and their results or you'll help them make the decision that they are no longer part of the team.

So, which Consequence Conversation do you need to have today? Which one will make the biggest difference to your results – today and tomorrow? Delivered successfully, these conversations can steer you right into a productive, profitable future.

Helen Macdonald BA(Psych) CSP believes that "happiness is a habit" that needs to be developed and maintained by managers and team members for optimum results. As a keynote speaker, facilitator & executive coach, she works with organizations around the Asia-Pacific rim to build positive, productive, profitable workplaces. For an extended version of this article, with implementation tips, visit www.helenmac.com/5conversations or contact her directly on 0419 930 864 or email at helen@helenmac.com

The Magic of Mastermind Groups – David Julian Price

In Step 9 of Napoleon Hill's famous book Think and Grow Rich, he speaks about the "Power of the Mastermind". "You can use more brains than your own" he says and he's right.

There are lots of models which people use to develop and run their own mastermind group. Some are complex and structured, others are completely flexible and free. Most are somewhere in the middle.

There are a few golden rules and a few guidelines which can help you form and effectively manage a mastermind group.



The Golden Rules

- There must be total and absolute trust among the group. If there is the slightest "chink in the trust armour" then people will not fully participate and the group will either fold, or the people with the trust issues will leave.
- There must be total confidentiality within the group so what is said in the group stays in the group – and that includes husbands, wives and partners.
- Attendance should be "compulsory". If a member is not willing to make the meetings a high priority, then they shouldn't be on the short list.
- Insist on punctuality – If a person cannot commit to being on time, they probably won't work out as a member.
- Everyone stays for the entire meeting – no-one leaves early.

Guidelines that make the group work well

- Meet monthly at the same time and venue and set the dates a year in advance so everyone can work their schedules around the meetings.
- Use a process and stick to it – use a timer to time sessions (I am happy to supply some process guidelines if you email me at david@davidprice.com).
- Appoint a moderator and stay with the same moderator for at least 4 – 6 meetings (unless they simply cannot do the job) before considering changing. If you have a good moderator there's not necessarily any reason to change.
- Prepare and send out a written agenda for each meeting so everyone knows who has a session and for what timing. Then stick to the agenda using the timer.

How to start a group

If you really want to harness the magic of the mastermind, don't wait to be invited – start your own group. Ask people who you know and trust and most importantly, think differently to you – that's where the magic comes from – the views and perspectives of people who think differently to you. Good luck as you experience the magic of the mastermind!

David Julian Price is a business mentor and speaker. He facilitates mastermind groups to help people find and harness the potential of their businesses or their own skills and talents. David also mentors clients on a one to one basis to grow their businesses. Visit www.davidprice.com

The More You Prove the More You Move – Neil Mattingley

Tiger Mania Hits Melbourne

I read with interest that the decision to pay Tiger Woods his appearance fee of \$3.25 million Australian dollars had proved a windfall for the Directors of the *Australian Masters Golf Tournament*.

For the first time ever, all four days of the tournament were sold out before Tiger ever set a foot on the green. And press and TV coverage were both at an all time high.

What's more, Victorian Premier John Brumby stated that he believed Tiger's value to the State economy was worth in the order of \$19 million over the four days of the tournament. Which makes Tiger well worth the effort... if you can get him. What's all this got to do writing persuasive sales copy? This.

There's a saying in marketing circles..."The more you tell, the more you sell." I have my own version of this expression that is derived from the teachings of the world's greatest living copywriter, Gary Bencivenga. It is... "The more you prove, the more you move." Tiger is the ultimate proof. He stands above the game, quite unlike any other in his sport... Contemporary players revere him. He's admired by past players. And the media, and fans around the world, quite simply adore him. And because of that...Tiger moves a lot of "stock".

How to get people to open their wallets if your name is not "Tiger"

But what if you're not Tiger Woods? Then you need to ramp up the proof as much as you can. Testimonials are a good way to do this. How many movies have you seen or books have you read because of what others have said?

Other forms of proof include stories, demonstrations (think before and after photographs for weight loss for women or hair replacement for men) or comparing facts and figures (particularly if they're displayed visually such as in a graph). Need more proof? What about drawing on your credentials? I remember watching the *Letterman* show once and there was a Doctor promoting some skin rejuvenation cream...or the like.

Can you guess what he was wearing? Yep. The full white kit and caboodle. And this was 11.00 or 12.00pm at night.

At the time, Dave made fun of him, but I could see the method to his madness. You see, that white coat added credibility. And just like the organizers of the *Australian Masters Golf Tournament*, that Doctor knew that: "the more you prove, the more you move".

Neil Mattingley is a Perth based freelance marketing consultant and copywriter. You can follow Neil's marketing insights at www.neilmattingley.com.



Are You A Constant Crusader For Your Organisation? – Ricky Nowak

Kol Kavod to Al Gore! (Translating from Hebrew meaning "All the Honour")

In an article in *The Age* (6 November) Al Gore is defined as being a constant crusader - using inspiration from the Middle Ages to help shape long term thinking. Those communities were defined by building the great cathedrals of Europe and for generations to come.

Gore wants us "to give up short term thinking and automatic responses and instead turn on the parts of our brains that allow us to develop long term thinking and create a strong and sustainable future". He is a true crusader and fights for what he believes.



In business today, we too need to crusade for what we believe is right for the sustainable future of our organizations and people, and take our people with us by working towards shared goals. However often we are faced with "new strategies" "new ideas" "new systems" without really giving time for the existing processes to develop to their full potential. We think big but often act small by changing direction as often as we change our socks. It seems we fight for a short time before being tempted or attracted to the next best thing – always compromising what we have for what we believe may be better. Let us be more discerning about what we change, when we change it and why and be prepared to crusade for our beliefs and values.

If you are keen to develop your business or organization into one that is built on bricks not clicks, that is built on hard work not a good luck, and have a strong vision for the future; here are 7 strong foundations to develop your cathedrals for the future.

- Respond with organizational flexibility and operational flexibility to the changes and conditions of today but only change what is broken and adjust and adapt with a clear agenda in mind
- Know who your champions are, what they are passionate about and who they can influence to support them along the way
- Recognise where in the business is the urgency and where is the need for stillness and reflection
- Ask your people to identify three things they can do under the following headings
 1. What do we need to eliminate
 2. What do we reduce time or effort on
 3. What do we raise the bar
 4. What do we need to create for the future
- Set high standards and people will perform to them – not generally above them, so it's critical to expect a lot. Let people then operate on the premise that they will succeed – step off the dance floor and onto the balcony – for they will do better when they are not watched and supervised on every step.

Ricky Nowak is a motivational Keynote Speaker and facilitator who is a passionate and focused on helping leaders and their teams realise their professional potential and achieve outstanding results. She works across diverse industries as an Executive Coach, Conference Presenter and Workshop facilitator throughout Australia and Asia. Visit www.rickynowak.com

Step into Courage – Alison Hill

At the start of each year we are often inspired, motivated and excited about new possibilities and how our life could be better. We express this inspiration through the form of New Years' Resolutions. But how many of these resolutions have you actually kept over the years? How many actually fall by the wayside as we get caught up in our lives? How many gym memberships have been wasted?!

The reality is that it takes true courage to step into a new future, to no longer accept mediocrity and to expect more from yourself, your life and what your future can bring.



Sounds great, but how do I do it?

The people we admire and consider courageous all have one thing in common, they make regular courageous decisions and practice the art of taking courageous actions. Courage is not something we do by chance, it is a skill that we can choose to use, practice, develop and ultimately get very good at.

The impact of a 'small' courageous act is grossly understated in our lives. One small act of change is like throwing a stone into a pond. The ripples emanate out from the central point and have an effect on everything around it. Small courageous acts also give us confidence to take the next courageous steps towards success.

The impact of a 'small' courageous act

Stepping into courage in your personal life or work often requires deliberate planning and thoughtful reflection.

When choosing to step into courage this year consider the following three guidelines:

- *Accept your reaction to the situation.* Whatever your reaction is, whether it is apprehension, fear, concern etc accept it as being okay.
- Choose a direction that is important to you and *aligns with your values.*
- *Take Action.* Courage does not exist until you DO SOMETHING.

Step into Courage

Change your view on courage being something that comes by luck. Acknowledge and treat courage as a skill and make the choice to practice courage in the all aspects of your life.

As you step into and through 2010, *step into courage* and take heed that the small courageous decisions and acts you make will change your world!

Alison Hill is a Psychologist and co-author of "*Courage as a Skill*". As a Director of Change Works she assists individuals to develop their human skills at work. Visit www.changeworksnt.com and get your complimentary copy of her new e-book "*Seven Fatal Mistakes Managers Make*".

2010 Success at Tradeshows & Expo's – Rob Salisbury

Tips and insights to gain more business by attending your industry or client expositions and tradeshows

What a great way to capitalise on 2010.

This can be an excellent strategy for you or your team to meet industry experts and learn about developments with clients or trends in their industry or trade.

Attending product shows and expos stimulates creativity by learning first hand in the environment of conference venues, hotels or convention centres.

Know before you go:

Twelve quick tips to ensure attending local or overseas events are successful.

- Plan ahead to take advantage of free or early bird event rates
- Confirm your reservation or attendance with the organiser
- Research the companies showcasing or the conference partners involved to make the most of your time at their booth or in meeting them.
- Learn & Meet: Low pressure to buy is the norm and high value to learn is encouraged.

Attend on purpose:

- Arrange one to one meetings with managers or suppliers: Ask good open questions about what they are doing in their companies.
- Arrive early: Exhibitors are more accessible to talk in the early hours of the first day.
- Content is King: Gather information and resources. Find out what new products and services are available to help grow your business or increase productivity.
- Network with as many contacts as possible in the time available.
- Contact: Your badge may introduce you however a contact or business card will ensure (if you want) that you are contactable via e-mail or phone.

After you go:

- Follow up: Contact those you met or found of value.
- K.I.T: Keep in touch with tradeshow exhibitors or organisers.
- Alliances: Where an opportunity presents itself, a strategic alliance or new agency or partnership can be a win-win for your future.

Summary: Make a date with yourself over coffee or tea. Note the main things you learnt from attending the trade show or people you met at the expo/s.

Attending trade shows and expos can power up your earning and learning curve. With low rejection and high content, this is an excellent way to leverage your time.



Rob Salisbury, B. Com, CSP is a corporate trainer, conference speaker and highly rated industry MC/host. He has been engaged over 1850 times for events in the USA, Europe, UAE, SE Asia, Australia and New Zealand. He can be contacted at SRI in Singapore + 65 6842 6085 or SRI Australia + 612 8250 4470. www.strategicresources.com.au
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Create Your Desired Future – Andrew O'Brien

"Where there is no vision the people perish" is one of my all time favourite quotes and provides a stark reminder of my twenties when I floated along aimlessly without a sense of the future I wanted to create.

During the next 20 years of working as a CEO and part-time shared vision and **desired futures** researcher I discovered the value of knowing where you are going and how rare it is for people to be actively working towards the future they truly want to create.



Can you think of times when you lacked a clear view of your **desired future**? How about a relationship, team, organisation or community you were involved with that lacked vision and was not committed to creating a **desired future**?

Life can be complex yet despite the diversity we face a common set of challenges which can be addressed by three simple but often overlooked questions that individuals, families, companies, not-for-profits and communities need to ask and answer if they are to be successful. To achieve your desired future in 2010 consider the following questions.

Where to: What is the future you want to create?

Desired futures that inspire us to be all we can be are much more than one line statements and simple measures. A couple of starting questions to clarify your **desired future** include:

1. What will your desired future look like and how will it make you feel?
2. What will be achieved, who will be involved and how do you describe the many dimensions of your desired success?
3. How will others describe you and your achievements?
4. Where will you display your desired future for daily viewing and consideration?

Where from: What is your present reality?

Too often people launch into action and chase false goals without confronting their present reality. Facing up to the present is never easy and both individuals and groups have a tendency to be over critical or far too generous in assessing themselves. Engaging with each other to recognise positives and challenges is vital for understanding present reality. It connects us to our desired future and provides the basis for successful action.

How to: What actions must you take to create your desired future?

Nothing ever happens without action and it is the vital ingredient to take you from where you are to where you want to go yet without answering the first two questions actions are unsuccessful and a waste of time. When it comes to action it is important to remember you don't have to do it all yourself and regardless of the speed if you keep moving forward you will reach your destination. If you stop you will not.

Dr Andrew O'Brien is a Desired Futurist and specialises in helping organisations, teams, communities, individuals and couples create the future they truly want. The first of Andrew's series of books on "*Creating Desired Futures*" and a new Desired Futures website www.andrewob.com are being launched in early 2010. Andrew can be found on Twitter [@andrew_ob](https://twitter.com/andrew_ob) or with his business partner Gary Ryan at www.orgsthatmatter.com

Go Further Together – Sue O'Brien

What if we ran 8 marathons in 8 weeks in 8 countries was one of those great questions that launched a wonderful journey and the opportunity to promote healthy relationships, exercising with a partner and raise funds for Oxfam. It was also a timely chance to combine my health and fitness profession with my partner's management expertise in desired futures and strategy so as to put the final touches to "Partnerrunning" a new concept we have developed to:



- Provide a framework for developing and enhancing relationships;
- Enabling partners to exercise together and improve their fitness and their relationships; and,
- Inspire people of all shapes and sizes to take on a challenge and go further than they could when tackling life alone.

Couple on the Run: 8 Marathons, 8 Countries in 8 Weeks, every step together

Training for and then completing the Comrades 87km Ultramarathon in South Africa followed in the next 7 weeks by marathons in Mauritius, Brazil, Canada, USA, Thailand, Switzerland and Australia was a unique challenge however the concept of taking on something new, exciting and beyond your boundaries and tackling it with a partner (s) is something we should all consider in 2010 as you will be amazed by what you discover.

Relationships principles for all occasions

Seven tips for taking your relationships to a new level and going further together in 2010 are:

1. Clarify each partner's personal vision and goals;
2. Determine the shared vision and common goals for your partnership;
3. Establish ground rules for working together including the behaviours you want and those you want to avoid;
4. Spend quality time together;
5. Decide how you demonstrate your commitment and provide mutual support;
6. Prepare, train or practice as appropriate for your relationship and take action;
7. Constantly communicate and review.

A Couple of Lessons for Running Relationships

- Create truly shared goals, push beyond your limits and discover what you can do.
- Avoid false commitments and embrace your partner's success as your success.

Sue O'Brien and her partner Andrew are looking forward to encouraging healthy relationships in 2010, celebrating the release of their book "*Couple on the Run*" and the launch of their online membership community at www.partnerrunning.com. Sue and Andrew can be found on Twitter @coupleontherun and running the bayside trail in Melbourne when not speaking or running in other wonderful locations around the world.

Designing Your Luck – Karen Boyes

Recently my family had a wonderful holiday in Rarotonga. Upon return and sharing our experiences, many people have commented "You're so lucky" To which I have replied "yes I am – for the past 7 years I've been designing my life to be lucky." As a busy working & family person, it is extremely important to take time each year to design your luck and your year. I believe the old adage "if you fail to plan, then you plan to fail" is true. Over the past 7 years I have learned a great deal from mentors, friends, speakers, books and CD's.



Yearly Vision Boards "What you focus on is what you get."



Each New Years Eve, my husband and I sit down and reflect on the year that has past. We discuss our successes, our children's growth, what we can improve on and then plan what our perfect year the next year will be. We create a vision board of our next year, some goals are bigger than the one year and some short term goals. We include goals about our relationship, children, health and wellbeing, financial, home and career. This big poster hangs in our family room where we see it each day. Our children also make their own charts.

National Wagging Day

Each year we plan one day of the year, usually in the height of busyness, to wag. It is a day for the family to just connect. This year our National Boyes Family Day included sleeping in, breakfast in bed, going to the zoo, playing at the park, playing a family game of battleships, baking a chocolate cake and eating it! The funniest part of the day for me was when the kids protest in the morning and say "I want to go to school!" and I tell them they can't.

Monthly family time out

Each month one of our children is given a sum of money to plan a family outing. They must come within budget and cannot do what we did last month. They need to plan, organise and arrange it all. Ideas so far include tenpin bowling, family picnic, movies, family bike ride, a walk in the bush, laser strike and visiting the wildlife park. The planning and thought that goes into these days is amazing – in fact it is a hot topic of conversation at the dinner table and is a wonderful time for us to connect as a family.

Extended Family Account

Each of the adults in our extended family have for the past 3 years not received birthday or Christmas presents, except maybe a \$2 shop gift or some home made cookies. Instead we all put money into a family bank account. This money is for extended family outings – hot air ballooning, going to stage shows, overseas holidays. Which is how our entire family were able to travel to Rarotonga without having to find any extra money. It was all paid for from the family account. Not luck –planned.

In what ways can you design your own 'luck'?

Karen Boyes is described as Australasia's "Mrs Education." An expert in effective teaching, learning and living, Karen turns research into practical and simple to use techniques that create success. A dynamic presenter, she inspires teachers and students around the world. For more information go to www.spectrumeducation.com.

Future Leadership Trends – Ali Curtis

Do you ever wonder how leadership will change over the next 20 years? The fact is, leadership is changing now and it's demanding new skills everyday. Leaders are having to adapt to situations like the introduction of new technologies, globalisation and the changing work expectations of employees. This means we have to adapt the way we need to lead to be effective in today's workplace. Here are 4 leadership trends that are on the 'need to know' list of every leader.



Top Four Leadership Trends You Need to Know About

1. The Rise of Virtual Leadership

With the increasing trend of virtual offices, work from home policies and geographically disparate teams, leaders need different skills to keep teams motivated and performing at their best. Do you offer virtual leadership training for your employees who are leading these types of teams?

2. The Importance of Social Media

Does your organization embrace or resist the use of social media? While many companies may deal with social media by banning it in their workplace, there are other examples of forward thinking companies who are utilizing these technologies to their advantage in their leadership, product development, marketing and customer relations. Is your organization at risk of failing to adapt to this new style of communications?

3. The Need for Innovation to Manage Complexity

Increased complexity in business is one of the biggest challenges facing leaders and innovation is often seen as a strategy to overcome this. Some of the barriers to innovation include organizations paying lip service to innovation without properly investing in it, hostile environments that reject new ideas or a misguided focus on managing the present only. Who are the innovation champions in your organizations and how are they being encouraged?

4. The Value of Cultivating your Emerging Talent

Is your business investing in your long-term leadership future? With the baby boomer generation slowing retiring, there is an immense need to start cultivating the next group of leaders within your organization. This group is hungry for mentors, training and online resources to expand their skills and knowledge – are you making the most of their desire and ambition?

Are you ready?

These trends highlight the ways that changing contexts are impacting leadership development. Don't resist this any longer! It's time to start learning about these emerging trends and how you can make the most of these in your business.

Ali Curtis is a Leadership Futurist who works with emerging leaders in organizations as well as a keynote speaker at conferences. She manages an online community of young professionals at www.ygenclub.com. You can also access more resources about the future leadership trends at www.aliciacurtis.com.

Respect & Connect – Lynne Schinella

A lot of our frustration and stress comes from having to deal with people who are not like us. We think our way is the best way (naturally) and why can't others get it? You know the people I'm talking about.



- Ms Take-Life-Seriously in Accounts who always clicks her tongue disapprovingly and gives you the look when you have an excuse about why your expenses are late
- Mr I-Am-Sooo-Fabulous in sales who never shuts up about himself
- Ms Timid Admin who never has the courage to speak up
- Mr I-Am-The Boss-Man whose unreasonable expectations and aggressive demands are non negotiable

So what do we do about it? We get defensive, we clam up, we ignore them or we make sure we tell them that our way is the way it's going to be!

Let me let you into a little secret.

You can't change anyone unless they want to change.

Why is this so hard for us to get? Do people change their behaviour when you purse your lips or tell them off? I suspect not. All you've done is drive a bigger rift in your already fragile relationship.

Imagine if you connected better with these "troublesome" people. Surely you'd be more productive, and at the very least you'd be less stressed.

Here's a few ideas on how you can expect more of yourself in 2010.

- Ms Serious in Accounts. Try playing by her rules. Rules are important to her. She's good at them and that's why she's in a job that requires them. Respect that.
- Mr Sales. Just tell him. He's a pretty easy going guy deep down and trust me, this won't be the first time someone has told him he could ease back on the self stories.
- Ms Admin. Not everyone is as assertive as you. Try a gentler approach yourself, try building a relationship and finding common ground. That way she won't be so scared of you.
- Mr Boss. Be strong. Approach him in a direct manner about how he is communicating with you and ensure you have a logical reason why this is detrimental to the business overall.

Of course, this is just the tip of the iceberg. But if you want less stress and greater productivity at work, take the time to learn more about others, and yourself and respect the differences.

When you respect and connect, you can expect more in 2010.

Lynne Schinella is an expert in embracing diversity in the workplace and at home. Visit her website www.ripestuff.com for information on her training, coaching and keynotes.

Optimise Your Brain Health – Dr. Jenny Brockis

So what's going to be new for you in 2010?

Do your New Year Goals include improving your fitness levels, losing the "muffin top" or "love handles" and feeling vibrant and energetic?

Great, but what about your brain? With each year that passes and we get older, we become aware of a little more creakiness of the joints, find it a little harder to read the fine print and also realize that maybe our thinking isn't quite as sharp as it used to be. Do you find yourself getting annoyed at misplacing the car keys for the third time that week? And how embarrassing it is to completely forget a good friend's name in a social setting?



The thing is, like the rest of our body our brain needs some maintenance too. The good news is that with the emerging field of neuroscience our understanding of how our brains work is growing every day. Moreover the small and incremental changes we make now will continue to pay off in the benefits of better cognitive function as we age.

The old adage of "use it or lose it" applies to our brains in the same way as the rest of our body. Much of what we know is important for heart and general health applies in exactly the same way for our brain.

4 Tips for Optimal Brain Health

Nutrition. Just as we need to eat healthily for our heart and our waistline, our brains love fabulous brain foods. Cold water fish such as tuna and salmon preferably three meals a week, almonds, walnuts, red coloured fruits and berries including blueberries, strawberries and cherries, dark green vegetables and some good quality (70% cocoa) chocolate. Yum.

Exercise. Yes, participating in regular physical exercise is good for your brain supplying more oxygen and nutrients to make us think better. Got to find that thirty minutes a day.

It doesn't have to be at the gym, do something that you enjoy such as walking, cycling, or swimming, anything that you can do regularly, preferably every day.

Mental activity. There has been an explosion of commercial brain games available. Playing bridge, doing crossword puzzles or Sudoku are all great brain exercises. Our brain is set up for life long learning. So if you've ever fancied learning a new musical instrument, a new language or signing up for some extra study at University or Tafe, there is no time like right now. The more we stretch our brain learning new skills, the more we can do.

Be positive in your attitude. Expect to be able to do things. No more using your age as an excuse. Be social, get involved in group activities, travel to new destinations. Live your life to its fullest and have fun.

So add some brain maintenance into your plans for 2010 and make it your best year ever.

Dr Jenny Brockis is a speaker and coach specializing in helping you to optimize you brain health. For more information on how you can learn to improve your thinking and recall, contact Jenny on jenny@solutionsrfc.com or visit www.drjennybrockis.com.

Doing Business the Philanthropic Way in 2010 – Belinda Vecchio

Philanthropic business practices have been changing the way people conduct their organisations, companies, and small businesses for some time now. As a result, individual lives and global communities are being positively impacted. Here are some simple ways you can start or accelerate your businesses impact on the world.



Choose a cause - Ask yourself, what are you passionate about? What global issues do you react to and feel compelled to do something about? What cause may be aligned with your business mission? It may be saving a rainforest, combating against poverty, helping illiteracy, saving the rhino, helping people with life threatening illnesses or disabilities. Whatever the answer is, find the charities associated and ask them what they need.

Have a global vision – An excellent example of a business with a global vision is Vestergaard Frandsen (VF), a Swiss company who believe that business is for profit, and that profit can be for a global purpose. VF has developed several innovative relief aid products that prevent the transmission of waterborne and vector-borne diseases in developing countries. Their global philosophy to reduce child mortality, combat HIV/AIDS, malaria, and other diseases, and dramatically reduce the number of people living without access to safe drinking water is a defining characteristic of the company. Does your business have a global vision? How would you like your business to be remembered? Will your business live on and continue to make a difference, or will it leave the world when you do?

Sell your product or service while making a global difference? Commonly known as Cause Related Marketing (CRM) is an activity by which a business and charity form a partnership in order to market an image, product or service for mutual benefit. When a consumer purchases one of your businesses product or service a percentage of the sale will benefit your chosen charitable cause. Businesses that engage in CRM earn money and goodwill, whilst your charity will gain money and exposure for their cause, and the consumer is aware that their choice in product has made an impact on something bigger than themselves. A win win win situation.

Sponsorship - Support an event or activity for your charity by providing money or other business resources of value to the event. i.e. Stationary, Gift Voucher for your product or service, volunteering your or a staff members expertise and time, offering your board room for meetings or the office photocopier for the printing of promotional materials.

Giving - Offer staff a giving initiative that enables employees to have a portion of their salary donated to their chosen charity. This initiative is an ideal way for employees to contribute small amounts of money regularly and is often the way many people make their first donations to charity.

You must be the change you wish to see in the world

~ Mahatma Gandhi ~

Belinda is purposely driven by a strong desire to be part of global initiatives that are creating sustainable solutions to humanitarian issues. Contact Belinda at info@WealthWithACause.org or visit www.WealthWithACause.org

Appreciative Inquiry (AI) – John Loty

Have you had a moment or occasion in your life when you met someone or come across something that stands out as 'wonderful' and hugely significant?

One such occasion for me was in **2004** when I "discovered" Appreciative Inquiry (AI), a philosophy and change methodology that has since become the centre of my working and personal life.

It was in the context of a virtual conference on Organisational Development and I was part of a team that were demonstrating an online role-play as a way of raising awareness (learning) appropriate ways of behaving in a scripted scenario. Someone told me not to miss the keynote that was to be delivered by David Cooperrider PhD, a professor at Case Western Reserve Uni. I am so glad I listened to that keynote. It has changed my life.



That seems like such a long time ago!

The basic idea of appreciating (valuing) and looking for (inquiring) what gave life to organisations – of what was working – rather than identifying the problems - made immediate sense to me as I had long been a "win-win" negotiator – looking for the mutually acceptable way forward. However it was the categorisation of organisations as centres for human relationships (rather than mechanical/military like structures) that got my immediate attention. I have always been a 'people' person and this genuine focus and interest in people's successes and strengths was (to me) a very refreshing way of looking at things.

What amazed me at the time (2004) was that the UN and many other organisations had used this methodology but it was not on my radar screen. I checked around with colleagues in the consulting/training world and found that many other people were similarly not aware of AI or the generative results achieved by this AI approach to improvement.

So, in April 2005, with the support of the Sydney Chapter of ISPI (International Society for Performance Improvement), AITD and the AI pioneers, together with Centra (now Saba Centra), an online virtual conference provider, we organized the first Australian Online Positive Improvements using Appreciative Inquiry conference. Since then I have become an AI advocate and now an AI practitioner and last week (Nov/09) had the privilege of organizing 4 events in Melbourne and Sydney that featured the co-originator of AI, David Cooperrider who shared his experiences on the world stage (55 countries and many of the world's leading organisations) using AI to achieve remarkable results.

If you visit the Appreciative Inquiry Network you can discover what this Appreciative Inquiry (AI) is all about and why it works to produce stunning, sustainable, innovative results.

And of course I would be delighted if you make contact with me to explore the positive possibilities that this approach to change engenders.

"Everybody craves to be appreciated". Here's a way to capitalise on that vital fact.

John Loty is author of the forthcoming book, *"The Appreciative Way"*.

Innovative approaches to Sustainability (the business opportunity of our times) & Strategic Planning utilizing AI are core services on offer.

Visit: www.appreciativeinquiry.net.au

Email: focus@appreciativeinquiry.net.au

Skype ID is *fairgo*

Improve your Conversations – Gary Edwards

No matter what our job title or position description, we all spend at least 70% of our day communicating! So before we are anything else – we are all professional communicators.

This means that, if we are not getting the results we would like, making even small changes in the way we communicate with each other – improving the conversations we have – can lead to big improvements at work and at home.

So what sort of conversations do you currently have – and how could you improve them?



Well...what kinds of conversations are there?

There are several kinds to choose from! "Competitive Conversations" are those where you argue and someone wins and someone loses. Sometimes they're unavoidable, but they are rarely satisfying. "Compromising Conversations" are those where everyone gives in to some extent but no-one really ends up happy with the result. Compromise is usually a good thing, but sometimes you end up compromising your principles or values. And "Capitulating Conversations" are those where you end up giving in just for the sake of peace. We've all had plenty of them! Peaceful - but not productive.

So how can I improve my conversations?

The best way to get better results is to have "Collaborative Conversations" – those which prevent conflict, build relationships, increase learning and improve outcomes. To do this, here's how to get better at all three dimensions of a collaborative conversation:

1. **Connect** – "deal with the emotion first". In order to have better conversations, ensure your relationship with the other person is sound. How well do you understand how they feel about the issue in question? Get better at this dimension by improving the connection: ask questions about how they think and feel, really listen to what they say and make that the starting point for what you say next.
2. **Control** - we can't control the other person, only ourselves. Are we in control of our reaction to the situation - or are we making assumptions about the other person that may not be true? Get better at this dimension by improving your level of control over what you say: try to keep calm, clarify terms, beliefs and expectations, and establish the common ground between you.
3. **Create** – don't just look to convince the other person of your opinion; that can quickly lead to arguing which leads to frustration! Get better at this dimension by looking to create something valuable: ask yourself "What can I do right now to make this feel better for both of us?" and ask them "What would it take to find a solution to this problem?"

Get better at these 3 dimensions of a collaborative conversation – and your relationships will improve, and with them, the results you both achieve.

Gary Edwards is a professional speaker and communication coach and the owner of Collaborative Conversations. You can contact him on 0417 817 223 or at gary@garyedwards.com.au. Visit www.garyedwards.com.au for more information or to sign up for his free ezine, collaboration@work.

Difficult Conversations Made Easy – Sue-maree

Every day, intelligent, educated, competent professionals are stressed, anxious and frustrated by difficulties in communicating with others.

How often do you encounter communication situations you don't like or want? At work, at home, out and about? People throwing their weight around? Acting like they know it all? Judging? Criticizing? Gossiping? Blaming?

What Hurts?

People on the receiving end of these kinds of behaviours often feel defensive and attack or withdraw. Escalating creates power struggles, blocking creates a stalemate or standoff, and submitting means giving in or giving up - all of which create hard feelings - which leads to people striking out in retaliation (as payback), or shutting down (to protect themselves). When this is happening with colleagues and clients it's bad news for business.

These behaviours reflect a "Competition Culture" with people 'competing' to get what they want at the expense of others - using 'power plays' including spinning and withholding information, to persuade/coerce/force people to their point of view. Instead of achieving the 'best possible outcomes', we end up with the outcomes pushed by the people who 'win' the competition!

What Works?

In a "Cooperation Culture" people are respectful of themselves and others, and take personal responsibility for what is their responsibility. People share what's going on with them, and care what's going on with others. They openly and honestly exchange information to understand the reality of what's going on and problem-solve to achieve best possible outcomes.

If this sounds like something you'd like to be happening more with your colleagues and clients, here's something you can do - at no cost to you.

What's Next?

At school we learn the "rules" of grammar, how about the "rules" of communication?

My new book; **'What's Going On?' An Exploration of Communication: What Hurts and What Works**, explores the 'rules' of communication. The specific communication strategies that hurt, and the ones that work. The digital version of the book is available to you - with my compliments - for immediate download as a .pdf file.

In any group, the more people who read it, the greater the benefit. Once people are aware of the information - and they know other people are too - there'll be a lot less of 'what hurts' and much more of 'what works'!

Your Complimentary copy of the book: "What's Going On?"

Download the book from my website www.suemaree.com. At the 'member login' enter the password **2010** and you can be reading it in a flash. You're welcome to copy and share it with colleagues, clients, family and friends - anyone you think might find it helpful. I hope you do. And if you'd like to find out more, I'd love to hear from you!

Email: hspot@suemaree.com Phone: +61 416 187834.



Sue-maree is an expert in communication, and author of *"What's Going On?" An Exploration of Communication: What Hurts and What Works*. Free communication skills and resources are available on the web at www.suemaree.com and the blog www.suemaree.me.

When Being Busy is Best! – Sam Maxwell

When you see someone for the first time in a day/week/month, think about how often you ask the question “*how have you been?*”

My guess is that that phrase, or similar, would be one of the first few questions asked *nearly 100% of the time*.

Now, consider the response you get ...

I am nearly certain that the answer “**busy**” is *spoken in the majority of cases*.



I’m not saying there is anything wrong with that. In fact, far from it. In professional life in among hectic work schedules, we find ourselves busy more often than not.

But, **it does concern me when being “busy” influences our ability to “enjoy life”**.

For example, does “being busy” influence your ability to –

- *Look after your health and fitness; or*
- *Limit the time you have to relax, socialise and enjoy the perceived “luxuries” that those with more time on their hands get to experience.*

It doesn’t and shouldn’t have to be that way!

With proper **planning and preparation**, you can learn to turn your “busy-ness” into EFFICIENCY and ENJOYMENT.

Here’s how ...

1. **Prioritise:** List the things you *enjoy* doing (going to the gym, spending time with friends and family etc), as well as the work-related tasks that you *must* complete in any given time period. Together this list forms your “**non-negotiables**”.
2. **Plan:** Lock into your diary your “non-negotiables”, whether this be time every day, every week etc. You now have blocks that NO OTHER TASK OR ACTIVITY can interfere with!
3. **Prepare:** When completing other tasks, arranging appointments etc, these are to be filled within the *blank spaces* in your diary. You now have more structure to your day AND you are fitting in things that will help you “de-stress”. Remember – these are **NON-NEGOTIABLE!!**

It sounds simple doesn’t it?

So many people plan their work schedules without *also* integrating their “social” or “leisure” activities. Plan for both in 2010 and I guarantee that you will see an **increase in enjoyment** AND an **increase in productivity**, enabling you to **enjoy being busy!**

Sam Maxwell is a sports entrepreneur – passionate about customer service and committed to planning a process that will deliver long term results and success. Tapping into Sam’s expertise in the field of sport and athlete management will provide you with an individualised program that will leverage you well above your competition. Visit www.SamMaxwell.com.au to find out how!

Voice and Words that Work – Barbara Baldwin

Every time you speak, negotiate, consult or train, in fact in every verbal transaction your voice and your words are the tools of your trade. How effectively do you really use these tools?

Your voice and words, as well as your gesture and facial expression are your means of conveying that you are ethical, trustworthy, astute and aware.



What do *you* convey through your voice and words?

Do you craft your words?

- Do you use jargon or glib platitudes? Try slowing down, pausing, until you find just the right word.
- Make a thesaurus your constant companion. Change your speaking style, broaden your vocabulary.
- Use stories and humour to entertain and challenge your audience while introducing and cementing new phrases and terminology.

How do you use your voice?

- Is your voice pressed, flat and tired? Explore the highs and lows of your voice, bring melody and movement into your delivery and make it interesting to listen to.
- On the phone, is your voice clipped and officious? Visualise a person when you answer the phone, smile and put a welcome into your voice.
- Is your breathing fast and shallow, your voice tense with the pressures of your work? Take time to breathe, notice and enjoy the sound of your voice and convey positivity, assurance and optimism.

For effective communication pay attention to the details

- Be aware of your posture: lengthen your neck to take the pressure off your larynx and lighten that tired-sounding voice.
- Modulate your voice, listen to the vowels and enliven your delivery.
- Expand your vocabulary, vary your word usage, be creative with language.
- Listen to your counterpart, notice the melody of their voice, their use of words and their body language.
- Take time to be authentic, meet the person, make the contact real.

Don't rush through a transaction or an encounter. After all, once the business is completed, it's the relationship that counts. Genuine relationships pave the way to a future of collegueship, collaboration and mutually beneficial affiliations.

Barbara Baldwin is a speech and voice coach and is passionate about the potential of the human voice. With a background in speech pathology and artistic voice production, she brings unique skills and exceptional depth to her work. Learn more by visiting www.leadingenglish.com.au

Handling Difficult Conversations – Candy Tymson

How many times have you found yourself in the situation where you knew you should talk to someone about something they did that annoyed you—but your concern about how they may react stopped you from speaking up?

Deep down you know that if you try to avoid the issue there's a good chance you'll feel frustrated, and your feelings of resentment will start to fester. On the other hand—what if you do confront them? How will they react? Will it turn into a major argument? Will your intentions be misunderstood?



According to Stone, Patton and Heen, authors of *Difficult Conversations*... **'delivering a difficult message is like throwing a hand grenade. Coated with sugar, thrown hard or soft, a hand grenade is still going to do damage.** But choosing not to deliver a difficult message is like hanging on to a hand grenade once you've pulled the pin!'

More than Meets the Ear

The secret to being successful in handling difficult conversations is understanding that there is a lot more to the conversation than what is actually being said. In other words, we need to consider what the other person is thinking and feeling—but not actually saying—to get to the real root of the problem.

You see, difficult conversations are usually about conflicting perceptions, interpretations and values **not** what is being said. They do not just *involve* feelings; they are at their very core *about* feelings.

So rather than focusing on wanting to persuade and get your own way try to:

- **Understand** what has happened from the other person's point of view;
- **Explain** your point of view;
- **Share** and understand feelings;
- **Work** together to come up with a way to resolve the issue.

This approach makes it more likely that the other person will be open to being persuaded, and that you will learn something that significantly changes the way you understand the problem.

What is typical during a difficult conversation is that we assume the collision is because of how the other person is; while they assume it's because of how we are! But really the collision is a result of our 'stories' simply being different, with neither of us realizing it.

By focusing on understanding where the other person is really coming from, (before you assume you know that you are right and they are wrong), difficult conversations will no longer be as difficult.

Candy Tymson CSP is a speaker, facilitator & Executive Coach in business communication and gender differences. She has a Master's Degree in Human Resource Management and Coaching. Email candy@tymson.com.au to request a free copy of the "Difficult Conversation Checklist" or visit www.tymson.com.au for other articles and resources.

Focus On the Right Goals – Kathleen Franklyn

Goal setting – important and often talked about, but how good are you at setting specific and achievable goals? And are you **focusing** on the **right** goals? Achieving the right goals will make all the difference as to how you feel at the end of the week, month or financial year!

Life is busy and time is a rare commodity. So we need to make sure we devote time and effort to the right goals. Simple isn't it? Or is it?!?

So what is Focus and why is it so important?

Dictionary.com defines focus as "a central point, as of attraction, attention or activity". So the key is to make your business goals a central point of your daily/weekly/monthly attention.

As a business coach for small business owners, my role is to get my clients to **focus** on the **right** goals to achieve greater success in their business. It is easy to get bogged down in the day-to-day tasks or details, responding to urgent requests from clients, or responding to tight deadlines (i.e., important and urgent). However, the important goals that can take their business to the next level are often shelved (important, but not urgent). So how can you focus your attention to achieve greater success?

1. **Commit to Focus:** Make a regular appointment with yourself to focus on your business goals. Put it in your diary and commit to keeping that appointment! Get out of the office to somewhere you can't be disturbed and check in on your progress and priorities. Do this a minimum of once a month.
2. **Set your goals:** Pretty standard and obvious. Consider engaging someone (a coach or mentor) to challenge your assumptions to ensure your goals are the right ones to focus on. Small business owners are often the sole "brains trust" for their business.
3. **Blue-Sky-ing:** Take the focus on your business higher than where you normally look. What other possibilities are there? What haven't you considered?
4. **Prioritise:** Which goals are you going to focus on? Rank them, and remember to revisit them regularly. An important goal now may not be the right goal 6 months from now.
5. **Challenge Assumptions:** Focus your attention on novel opportunities or new ways of approaching your goal. What could you do differently? What are you willing to try – and for how long?
6. **Action/Achieve:** Focus your attention on specific, actionable steps to ensure that you can achieve your goal. And do it!
7. **Set Milestones & Celebrate:** Set small milestones so that you can track your progress. Set celebratory points along the way – go to a movie, stop to read a book. Celebrations are especially important if you are a sole business owner!

With a commitment to Focus you **can** move your business to greater success...



Dr Kathleen Franklyn is a strategic business coach who works with successful business owners. She has worked in corporate Australia for the last 10 years - in sales, sales management and marketing. You can email her at kathleen@kathleenfranklyn.com.