

THE KORU – MARCH 2008



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March 2008 – The Director's Desk

Welcome to the first edition of *The Koru* for 2007, where once again I'm certain you'll find plenty of interest to both you and your colleagues. With "Listen With Your Ears, Your Eyes and Your Heart" as our feature article, we investigate the various components that make up effective leadership and ensure all within your workplace are left feeling their opinions are valued and their worthiness recognized. It is an article dedicated to the ideal workplace, where people can readily recognize that they are valued, loved and respected.

As a diehard Australian Rules football fan (having been born and raised in Melbourne) this edition of face-to-face is a reproduction of an interview transcript that appeared on the Sydney Swans website. Starved of success for some seventy-two years, the Sydney Swans (formerly South Melbourne in the halcyon days of the Victorian Football League) were fast building a reputation as perennial under-achievers. That was, of course, until the administration took a chance on a former champion player named Paul Roos. With his own unique style of man-management and a feel for the innovative, Roos guided the Swans to a monumental four-point win in the 2005 AFL premiership. His legacy established, Roos has successfully transformed the Swans from a team with little hope to a regular contender, single-handedly making AFL football a viable entertainment option in rugby league dominated New South Wales. His is a leadership style resplendent with an empathy for his players and an honesty for what they can expect, and all underpinned by the implementation of a carefully construed leadership framework.

With New Zealand's asthma figures forever on the increase, "The Doctor's Room" provides an insight into this chronic condition and the hold it has on a vast number of New Zealanders. Although heavily immersed and committed to the Olympic performances of England's finest, Jeni Pearce's "Eat Yourself Holistic" sets about seeking remedies to late afternoon tiredness and lapses in concentration. Slump buster Jeni takes us through a series of healthy snack options, all designed to eradicate the onset of *three pm itis*. Lifting from the Physical Fitness Articles website, our "Fit For Life" column in this edition of the Koru investigates a series of five rules designed to ensure you stay injury free in the gym.

The Golden Rules of Leadership continues its growth up to thirty-six golden tips, focussing on the worldwide phenomenon that is the law of attraction, and investigating the unique properties of the law as it relates to leadership performance. Consistent with discoveries established through our face-to-face interview, the Golden Rules also consider the

establishment of a leadership framework and its importance in measuring and monitoring leadership effectiveness. The “Practical Exercise” segment of The Koru introduces my “Honesty Session” exercise. Formerly established as a team activity in my earlier days of engagement with some of New Zealand’s domestic sport teams, the “Honesty Session” has now evolved to encompass the corporate sector, whilst also taking shape as a personalized exercise in self-appraisal and awareness.

Finally, we take you surfing with world-renowned authors and creative thinkers, Edward de Bono and Robert Heller. Recognizing the possibilities to be realised by visiting their thinkingmanager.com website, we invite all readers committed to analysing effective business management practices to taking a sojourn through the pages of this site. With its emphasis clearly on encouraging readers to subscribe to its “Letter to Thinking Managers” newsletter, business leaders might just find it goes some significant way to fulfilling all your training and development needs.

So join with us as we take you on our quarterly journey to the attainment of your better self, and take an injection of inspiration as we continue to revel in the wonders of our long summer. In addition, keep up-to-date with everything that's new by logging onto www.leadtosucceed.co.nz.

March 2008 - Feature Article:
Listening With Your Ears, Your Eyes and Your Heart



By Craig Lewis

Leaders of true quality listen with their ears, their eyes and their heart. They are empathetic to the needs of those they lead, and sincere in their concern for their well-being. They are alert to the tone of a staff member's voice, their facial expression and other non-verbal cues as a means to determining what the person is really thinking and what they are really feeling. They are adept at putting aside their own feelings in a concerted attempt to truly appreciate the signals of others. And it is this empathy that provides a refined listening approach to their interactions and enables them to be attuned to the climate and culture of their team. Listening well is the key to both their empathy and their existence.

Refined listening is a learnt skill and a conditioned response, acquired by leaders who truly recognise and value the importance of communication within their environment. Leaders with the skill of refined listening employ effective listening skills to all interactions, and are mindful of what critical cues such as eye contact, posture, body alignment and facial expressions (including things like head nods) provide for a message deliverer. These leaders are adept with their use of acknowledgement phrases such as "I see" and "I'd like to hear more about it", all of which indicate to the message deliverer that they are fully engaged, interested and receptive to their suggestions.

Furthermore, leaders with an expertise in refined listening are extremely proficient at interpreting the non-verbal cues of the message deliverer. They recognise the significance of non-verbal cues and remain receptive to their interpretation throughout the course of a conversation. It is these non-verbal cues that enable effective listeners to better appreciate the emotion of a deliverer's message, how significant it is to the deliverer that the leader appreciate their point of view, and how angry or happy the deliverer might be with the current state of affairs. It is the interpretation of these critical considerations that enable leaders of quality to align their responses most accurately to the needs of their staff. Because leaders with an enhanced ability to listen in a refined way

are predominantly more self-aware than their less effective counterparts, they are also able to take into account their own feelings and ensure their responses are not tainted with pre-conceived and pre-determined emotions. That is to say, leaders with a highly developed skill of refined listening are less likely to enable any prevailing anger or frustrations to impede the smooth progression of their present interaction.

Leaders with an ability to listen in a refined manner may also employ strategies of paraphrasing and the use of "I hear" statements to consolidate the depth of their engagement in their interactions. It is through paraphrasing that these leaders are able to precisely clarify messages received, and ensure they receive the message in its true and intended form. By utilising phrases such as, "Am I correct in thinking that you are feeling.....", these leaders are able to convey an eagerness to not only fully comprehend the message of the sender, but also their receptiveness to hear and learn more. "I hear" messages indicate to the message deliverer that their leader is interested in their discussion, and is giving them their undivided attention. Astute leaders ensure they distance themselves from any source of pre-occupation (thoughts of the game plan, video analysis, television, etc) at the moment of engagement, and leave any such thoughts and activities for resumption at a later time.

Whilst most leaders (and people, for that matter) see the delivering of a message to be at the cornerstone of conversations, the more adept ones recognise that their better interactions involve an ability to get others talking. By offering encouragement for them to continue in their message delivery (through strategies such as non-verbal cues and paraphrasing), these leaders are able to not only discover new and interesting intricacies of their charges, but also enhance the regard and respect within which they are held. People like to talk, and to talk about themselves! So within any business unit or sport team, I work conscientiously to converse with as many people as possible on an individual basis. Within a Kiwis' campaign I take opportunities over breakfast to engage the players in a conversation on themselves and their families, carefully facilitating the conversation through the acquisition of strategies for refined listening.

If sport is about the opportunity to develop and demonstrate character and integrity, there can be no doubt that coaching is about mentoring and counselling that development. The 2007 Anzac test was an interesting time for the Kiwis. Not only were we going into a game we had traditionally performed poorly in, but we were also going into that game with a raft of very young and inexperienced players. No one in our back seven had yet attained the age of twenty-four (only Jake Webster

was 23 and five of the remaining six were 21 or younger) and the bulk of the forwards similarly complied. It was also to be our first game without the exceptional influence of Ruben Wiki, Nigel Vagana and Stacey Jones (whilst the unavailability of senior players such as David Kidwell and Brent Webb were other significant withdrawals).

So, when the coaching staff sat down to consider the compilation of players and what we would ultimately aspire to, our total attention directed us to the importance of our youth understanding a climate of empathy, compassion and trust for and with each other. *Te Whanau Tuatahi* – the family first – was as much an insight into the confidential friendships that pervade the Kiwis environment as it was a theme for the match. It was an assurance to the players that for as long as they were associated with this Kiwis *family* they would always be welcomed – they would always find a home! A home where they could grow and develop, safe in the knowledge that their holistic development truly mattered!

Brian McClellan genuinely cared for the members of his Kiwis team. If the truth be known, he loved them! And it's an emotion that drove everything in their environment. The more Brian expressed his love for the players, the more it was returned back to him. It is true that the most prevalent and provoking thoughts a person has do invariably attract the same.

Whilst coaches who operate off the creation of fear in their players may get some movement from them, there is little doubt that sustainable productivity is better produced through expressions of love. And it's a realisation that exists as much in business as ever it did in sport. The great leaders I have experienced both in business houses and as a member of elite performing coaching staffs have all exhibited a caring attitude that precluded the playing of the game. And those who experienced these environments regularly responded by demonstrating an emotional commodity that couldn't be seen but could always be felt. It was the kind of "love" that means loyalty, teamwork and respecting the dignity of another. These leaders value the feelings of their staff above everything else, putting less immediate emphasis on accomplishing tasks and more on their emotional wellbeing. By offering this sort of emotional support they are rewarded by tremendous loyalty, which ultimately culminates in the upholding of high performance standards. These people have continued to work for these leaders because love attracts love – they work on the love they feel and the positivism it attracts.

Put in the context of sport, most youth sport coaching appointments bear a direct correlation to a love attraction – after all, most youth sport coaches I've encountered are engaged primarily for the love and

enjoyment of coaching an off-spring. I know that's certainly the case with me! I love coaching my daughter and I love coaching her teams – I love Kelsey and I therefore love her teams! In my time in children's sport I've come to accept that every word I utter and every action I take must in some way express the care and concern I have for my players. But it's not always easy - love is an emotion, and unlike an attitude we have far less control over it! There are inevitably some kids who challenge your preminence of love – the actions they portray do little to attract the love you'd like to express. And all you can do is continue to express your care, no matter how unrewarded it might appear to be. And I'm not certain the workplace is a lot different!

With an intent to listen with their ears, eyes and heart as their edict, leaders of quality recognise the multiple-sided nature of the role, and willingly extent the hand of friendship to all in their care. They are always available to develop the whole person, and take an active interest in the life pursuits of their players. Within the confines of a Kiwis' campaign exists a strong affiliation to sensitivity – there are some things that matter more than rugby league! Throughout the 2005 and 2006 tri-series of rugby league campaigns, players have had to deal with the exultation of birth and the despair of death – and the coaching staff never wavered in their support for them throughout.

Whilst Manu Vatuvali, David Faimu, Nathan Cayless and Stacey Jones have all become fathers during their time with the Kiwis, Tony Puleatua and Brent Webb have had to deal with the anguish of loss. And nothing could be more memorably than Stacey's round-the-world sortie to be at the birth of his third child in Auckland three-days before steering the team to its emphatic tri-series victory in 2005. David, Manu and Brent have been released and returned back to camp, whilst Nathan and Tony were released from their tri-series commitments to fulfil significantly more important necessities at home. I'm proud to say the Kiwis placed greater value on people and their feelings than they did on accomplishing tasks and goals – and our reward was an unrelenting commitment to perform based on trust, respect and love!

And the true fostering of friendly interactions and nurturing personal relationships is critical to all performance environments, be it on the sporting fields of the world or in the workplace. An individual's progression of business knowledge through to becoming a more systematic performer is a critical one - and one that requires a depth of understanding and support not previously required. And what role does leadership have in this intriguing metamorphosis? From my experience – a significant one! The leader's role is an on-going role. As the staff member's proven confidant – potentially the one person within whom that individual has placed their workplace trust – the leader is possibly

the only person capability of adjusting goals and strategies. They may well know the staff member better than any other - possessing an expansive insight into their drive. They are the person most able to nurture an analytical approach to the staff member's role – the person most likely to encourage the critiquing skills symptomatic of high-level performance. And at the forefront of this leader's repertoire lies an appreciation and ability to listen with their ears, their eyes and their heart!

Quality leadership appreciates the importance of expanding a leader's connection with their staff, openly sharing their own emotions and welcoming those of their staff members in such a way that all in their environment develop a holistic sense of being valued, loved and respected. Consistent with this desire is the leader's realisation of how important refined listening really is in the evolution of a workplace from which awareness is apparent and excellence can be created.

March 2008 – The Doctor’s Room
What is Asthma?

What is asthma?

Asthma is a chronic condition of the bronchioles, or small airways, inside the lungs. Airways are passages through which air flows, providing oxygen an essential ingredient in maintaining life in the body. Since we need oxygen to live, if there is a lack of it, it is very distressing and even dangerous. This section is designed to provide you with some knowledge on asthma. You will find more detailed knowledge on specific topics elsewhere on the website. A range of printed pamphlets is also available from Asthma New Zealand – The Lung Association and its affiliates.

What happens in the lungs?

The airways in a person who has asthma are oversensitive (allergic), and are irritated easily. The irritation causes the inside of the airway to become red and swollen (inflammation) and the muscles surrounding the airway walls tighten (broncho constriction). These two processes narrow the airway passages, making breathing very difficult at times.

Symptoms of asthma

Cough - this is the most common symptom and is usually dry and persistent. Coughing can occur any time, but is often worse at night and after exercise.

Wheezing - a high-pitched wind blowing noise, usually heard on breathing out.

Shortness of breath - breathing is fast and shallow. Unable to get enough air into the lungs.

Chest Tightness - The chest feels ‘tight’ and unable to expand freely when breathing.

Symptoms may come and go

One of the important features of asthma is that symptoms vary from person to person and may vary from day to day. One day symptoms may be not so bad, while another day you may have difficulty performing the easiest of daily activities.

Another important feature of asthma is that it is chronic, that means it is present in the airways all the time. It can become acute when symptoms

get a lot worse this is when it is most distressing. The airways have become so narrow, it makes breathing very difficult.

An acute episode is recognised with the following signs:

Difficulty speaking - shortness of breath leads to difficulty speaking. May be unable to finish a sentence without inhaling, in the very acute phase can only say one word with each breath.

Breathless - breathing rate increases

Raising shoulders - as breathing becomes more difficult, the muscles at the base of the neck, along with the abdominal muscles, draw in and shoulders lift up.

Blueness around the mouth and finger tips – because less oxygen is available to the body it shows in a bluish tinge at the mouth and fingers. This is a late sign and is an emergency.

Wheezing - becomes louder as asthma symptoms get worse. If wheezing disappears and no improvement of symptoms it is a sign of great urgency.

So why does it get worse?

Asthma symptoms are made worse when you are exposed to a TRIGGER. Triggers are substances in the air/or which are taken by mouth and cause an increase in the irritation of the airways.

You may have one, a couple or several triggers. Your doctor can help establish what your triggers are by asking you to get a skin prick test. Staying away from triggers is one way to help control your asthma.

For some of the common triggers of Asthma, see "Triggers" to the right or go to the **Downloads** page for more information about allergies and triggers.

How asthma can be managed

While there's no cure for asthma, it can be managed successfully by:

- Understanding as much as possible about asthma
- Working in partnership with your practice nurse and doctor to

manage asthma

- Knowing about prescribed asthma medicine - how to take it correctly and how it works.
- Taking your preventer asthma medication every day
- Using a self management plan when needed
- Finding out what your asthma triggers are and then avoiding them.
- Recognising when your asthma is getting worse and what to do.
- Monitoring your asthma with a peak flow meter and seeking regular reviews by a nurse/doctor.

*Article lifted directly from the Asthma New Zealand website, Breathe Easy
(<http://www.asthma-nz.org.nz>)*

March 2008 - Fit For Life:
The 5 Golden Rules of Staying Injury Free in the Gym

By Sean Nalewanyj

Let's face it; if you want to get big, you have to train big. Entering to the gym and simply going through the motions without a sweat just isn't going to get the job done. You have to overload those muscles with heavy weight and high intensity if you want to see real results. This is without a doubt the most effective means of stimulating muscular growth. Muscles grow due to a natural adaptive survival response, and if you don't give them a damn good reason to grow, well, they won't.

While training hard and heavy may be awesome for your muscles, it can be trouble for the health of your joints and connective tissue. This is simply the reality of intense weight training, and while there are no guarantees that you will be able to completely avoid getting injured, you can certainly take specific steps to lessen the chance. An injury is the absolute last thing you could ever hope for, as it will stop you dead in your muscle-building tracks. Most serious weightlifters will experience some form of injury at one time or another throughout their training careers.

Down below I'm going to outline my "5 golden rules" when it comes to minimizing the risk of injury. If you can honestly say that you implement all 5 of these into your training program, then your risk of getting hurt will be much lower than someone who does not.

1) Always perform a thorough warm-up.

A proper warm-up is the single best thing you can do to minimize your risk of injury. This simple 15-20 minute process will prepare your mind and body for the hard work to come by increasing blood flows into the surrounding connective tissue and by lubricating your joints. I would recommend that you perform 5 minutes of light cardiovascular exercise before each workout followed by 4-5 warm-up sets for your first major exercise of the routine.

2) Always train with proper form.

This should go without saying. Every exercise that you perform in the gym should be done with proper form and technique in order to keep the stress off of your joints. If you start squatting or dead-lifting with a rounded back, jerking the weights around in a ballistic manner or performing dangerous exercises you are almost guaranteed to hurt yourself at some point.

3) Always train within your own personal limits.

Weightlifting is a personal battle, and letting your ego take over is almost always a recipe for disaster. It doesn't matter what the guy next to you is benching and it is completely irrelevant to your training program. You must always use weights that you can handle and control with proper form, and if you start piling on the plates to impress the people around you, you'll be stretching your limits and putting yourself in a very vulnerable position.

4) Always know when to quit.

If you cannot complete another rep of an exercise using proper form, the set is over, plain and simple. Put the weight down and rest up for your next set. If you start using huge amounts of momentum and jerky body motions to crank out a couple of extra reps, you'll be on the sidelines before you know it.

5) Never ignore your aches and pains.

This is a hugely important point and I think we can all admit that we've all been guilty of it at some point. I know I have. When you're motoring along through a training program and are making progress from week to week, the idea of quitting just seems impossible. This can sometimes lead us to ignore those obvious injuries and pretend as if they aren't really there as we often "work through" the pain and hope that it magically disappears. More often than not, it will only get worse. If you feel that something definitely isn't right and can sense that you probably shouldn't be training, listen to your gut and take some time off. Get the problem checked out by a professional and then take the proper measures to heal. While it may hurt your progress in the short term, the overall long-term effect will be a positive one.

So there you have it, 5 basic rules to follow in the gym to keep those joints healthy and to keep you training for years on end. Follow them closely, because I guarantee that if you end up with an injury due to your own bad judgement, you'll be very, very sorry!

Sean Nalewanyj is a bodybuilding expert, fitness author and writer of top-selling Internet Bodybuilding E-Book: "The Truth About Building Muscle".

This article has been sourced from <http://physicalfitnessarticles.net>



By Jeni Pearce

DO YOU FIND the late afternoon is the time you feel tired, have poor concentration and feel low in energy? Do you get the urge to dive into the office snack box or vending machine, where that chocolate bar is waiting to pep you up?

Why does this happen? Is it just no willpower, or is it physiological? Actually, it could be to do with your food choices and meal patterns earlier in the day. The “3pm slump” is thought to be caused by a small drop in blood glucose levels. This often follows a lunch with insufficient fuel, or one that is made up mostly of high glycemic foods. These foods are absorbed quickly and cause a rapid rise and then corresponding fall in blood glucose levels. (see our feature on GI for more on this, page 24). Protein foods, fruit and whole grains are more slowly absorbed providing a more sustained release of energy, so tend not to produce the same response.

Breakfast

Studies on breakfast clearly show that breakfast-skippers overeat and make poorer choices in the afternoon. The strategy to prevent the slump starts with eating a good breakfast. A small breakfast doesn't provide sufficient fuel for the day's activities and your energy stores are used up long before the end of the day.

Trying to survive the entire day on very little food will leave you famished in the afternoon, with poor concentration and tolerance. The next step is to eat a well- balanced lunch (containing wholegrain breads, fresh fruit, and lean meats, legumes, dairy foods and yoghurts). A few rice crackers and a cup of soup will just not provide the long-term energy needed to get you through the afternoon.

Snacking

Finally, you should expect to need a snack in the afternoon. The mid-afternoon is the one time when a snack is really needed, especially for people who exercise in the early evening and also when dinner is later in the evening. You'll need a snack to boost brain power and activity around 3 hours after lunch. So don't deny yourself next time

you feel hungry in the mid-afternoon. Check the clock; you could be entirely entitled to a snack. Examine the composition of your breakfast and lunch: did you eat enough? Have you missed a food group completely?

Remember, a low blood glucose level may make making a healthier choice more difficult and that chocolate bar harder to resist. You'll need more willpower to make a good snacking decision. A great idea is to plan your snacks rather than leaving them to the last minute. Then you won't have to resort to whatever's left in the snack box.

Healthy Snack Choices:

SWEET

- Fresh fruit – use seasonal varieties
- Fruit salad – fresh or canned
- Dried fruit – raisins, apple, apricots
- Fruit and nut mix – $\frac{1}{4}$ cup
- Yoghurt
- Low-fat smoothie
- Fruit smoothies
- Boxed smoothies – 'Up and Go', 'fastbreak'
- Flavoured milk, 'sculpt'
- Wholegrain crackers with salmon or tuna
- Rice cakes with hummus, cottage cheese, tuna or salmon
- Small uncoated wholegrain muesli bars
- Hot soup with a few noodles or rice
- Half a packet of instant noodles with added vegetables

SAVOURY

- Plain popcorn – 1 cup plain
- Pretzels – $\frac{1}{4}$ cup
- Carrot sticks with hummus
- Celery slices with hummus
- Wholegrain crackers with hummus
- Wholegrain crackers with cottage cheese
- Salad sandwiches
- Small to medium size muffins – fruit and vegetable based
- Muffin splits with cottage cheese, hummus, or salsa and grated cheese
- Serving of breakfast cereal and low-fat milk
- Low-fat dip and crackers

March 2008 – Golden Rules of Leadership



In recognition of the continuing emphasis on leadership and the acquisition of leadership skills, we continue our Golden Rules of Leadership by adding a further three fundamental and critical considerations for business leaders. With our list of rules now expanding to thirty-six, we first invite an opportunity to revisit and reflect on the previous thirty-three rules espoused throughout this segment of The Koru (all of which can be reconsidered by tracing back through the archives):

1. Show Respect For Everyone
2. The Power of Love
3. Recruit People Who Can Work in a Team Environment
4. The Power of WOW
5. When the Right People Become the Wrong People
6. Recognise Your Key Stakeholders
7. Define Your Values and Constantly Reinforce Them
8. Benchmark Off #1
9. Regularly Look to Develop Your Sense of Self-Awareness
10. Lead By Example
11. Understand the Importance of Emotion
12. Smile and Laugh
13. Think Big
14. Become a Process Oriented Thinker
15. Convey Positivism
16. Become a Refined Listener
17. Working With Quality Feedback
18. Provide Constructive Criticism
19. Take Control of Your Emotions
20. Alert Yourself to the Emotions of Others
21. Become Adaptable
22. Know The Leader You Want To Be
23. The Barbecue Theory
24. The Leader As Salesman
25. Blame The Action, Not The Person
26. Expertise Means Persuasion
27. Talk Business Through Rapports
28. Reflection Matters

29. Creating Peak Performance in the Workplace
30. Tell Me And I Forget, Show Me And I Remember, Involve Me And I Understand
31. What's Your Point of Difference?
32. "Captain. My Captain!"
33. Laughter is the Best Medicine

34. The Law of Attraction: We Get What We Expect

Of all the phenomena attached to the Kiwis, none warranted greater attention or interpretation than that surrounding the evolution of a "brotherhood". Commencing from a position of perceived ineptitude and hopelessness, the Kiwis went on to become a significant threat to an international sport team long construed as the world's most successful. With a team of primarily underrated and understated rugby league players the Kiwis forged a staggering reputation all the way to success.

To understand the fortunes of the Kiwis one must first comprehend the optimism that precluded them. Pronouncing a dream to become "a team of benchmark players" and a vision to "achieve sustained success on the international stage", the Kiwis commenced a process of attraction. Through a commitment to promotion and celebration of an identified ethos, the Kiwis were soon on the path to becoming the very thing they had branded themselves with. By actively encouraging and vehemently demanding an immersion to a dream and vision, the Kiwis became a team far greater than the sum of its parts. And far greater than any one pundit ever envisaged they could be!

Add to the dream and vision a series of values (and a point of difference that encapsulated them) and the Kiwis fast became the very thing they conceived. By promoting and embracing a familiarisation to what was possible and positive, and by then espousing a method through which to accomplish it, the Kiwis were in the formative stages of a dream realised. With an inspired thought as their guide and the trust born of familiarity, all that remained to achieve was the courage to act. By definition *Ka mau tonu te tangata pono ki tana ki taurangi* means *person of honour will always keep a pledge*, but to the Kiwis it means so much more. To the Kiwis it was a call for action! It was a pledge to each other! It was a commitment to ensuring the dream would live in us all. And it was a response to one very simple question: "How would we like the opposition to perceive us?"

Created from humble beginnings, the establishment of the *Ki Taurangi* was a simple enough process. By having each player respond to a sequence of two questions – the first concerning the opposition's

perception of us, and the second our perception of what we'd like to be – we were able to create a collection of possibilities. Through a procession of six small group assessments (each facilitated by a core or leadership group member) we were able to establish commonalities and trends. And by bringing the larger group together we were able to determine consensus on the three principal explanations to each of the two questions. But the real value was ultimately realised through the proposing of one very simple but essential question: "What is to be our call for action if we are to truly be perceived in the way we desire?" The *Ki Taurangi* became our guiding document – and might have become the commitment from which all our dreams could be realised!

People need to be aided in the determination of an appropriate direction. They need to be nurtured to an appreciation of belief in what they can have. And astute leaders have a genuine role to play in ensuring this realisation. By assisting staff members to embrace the possibilities of their circumstances, leaders are inviting their charges to live in a world of positivism. They are forever in pursuit of the right word (or image) to ensure each member of their staff retain an immersion in everything pleasing.

And the greenstone Koru the Kiwis wore whenever they were in camp over that two-year period were testimony to that. They were a mechanism for induction – for induction into an environment where trust, love and respect abounded. An environment where anything was possible! An environment where positivism attracted even greater positivism! They were a constant reminder that what we expect is what we'll get, providing we're committed to its frequent immersion, promotion and celebration. They were indicative of a leadership that understood the law of attraction, and set about creating an immersion in everything possible and positive.

35. The Sixth Sense

Self-awareness culminates in an enhanced recognition of strengths and areas requiring further development. In addition, it promotes a deeper understanding of emotion, and endows those who possess it with an enhanced ability to interpret situations and relationships. By constantly developing your ability to ascertain strengths and areas in need of development, leaders can continue to harness their capacity to up-skill. By adopting a simple strategy of evaluating and recognising daily achievements people are rewarded with an enhanced sense of self-awareness. Moreover, it has been my experience that people who engage in a conscious process for the promotion of their own self-awareness appear to develop a sixth sense - appear to develop an

ability to interpret and predict events in advance of their occurrence. It is a strange but true phenomenon, and one that has immense implications for all business leaders.

I suspect my first true experience of this amazing phenomenon occurred during the final of the 1993 Short Track Speed Skating Championships. In their world record-breaking world championship relay final the four-man New Zealand team took an early lead, only to relinquish that lead in the closing stages of the race. With the finish line fast approaching (and the very real prospect of defeat looming) I can vividly recall not only a complete absence of panic or despair, but rather a surreal feeling of calm. A calm pervaded by an instinct that we were simply going to win, no matter how unlikely that scenario appeared to be as the race drew to its conclusion. It's difficult to explain, but I expect the only explanation lies in the totality of the immersion that preempted this occurrence. That our preparation had been highlighted by an unrelenting conscientiousness could not be questioned. It simply had to be if we were to even get to the start line. And I suspect it was the accuracy and depth of this immersion that was at the cornerstone of the sensation.

I hadn't given my intuition of that day much thought prior to the North Harbour Sea Eagles 1996 Lion Red Cup of rugby league preliminary final, but a powerful recollection of that event was triggered on that day. Trailing 13 to nil early in the game, I was amazed to be confronted by an energized coach, Graeme Norton. "It's not obvious yet, but we're going to win!" struck me as an oddity when things seemed so dire. And Graeme's explanation for the comment once his premonition had been founded – "We were doing everything right, but things just weren't going our way. And I could see everybody understood what they had to do and were going to keep doing it." The incident and evaluation was an exact replication of that which I'd experienced over two years previous. Understanding and immersion do indeed promote a sixth sense.

But sometimes this sense can be even more dramatic. The golden point extra time Tri-Series of rugby league final of 2006 has been since heralded as the greatest game of international rugby league ever played. Revered for the intensity of its two combatants and the closeness of its score-line, the game is destined to go down in the annals of history as critical viewing for all future fans of the game. But the game was even more remarkable for a most unusual occurrence that arose even before the first tackle was made. Arriving in the coaching box prior to the game commencing, coach Brian McClellan turned to Tony Iro who carried a responsibility for player interchanges. "You'll have to be on your game today Tony. Manu (Vatuvei), Steve (Matai) and Motu (Tony) are all going to get injured!" It seems almost

spooky now, but as the impact of the game's intensity took its toll a procession of injuries evolved. Stevie was taken from the field with a shoulder problem in the 20th minute, followed by a concussion problem to Manu in the 45th. And when big Willie Mason ran over the top of Motu Tony in the 79th minute, Bluey's premonitions had been realized with staggering precision! And a sixth sense had been proven true!

But acquiring a sixth sense is as evident for any committed business leader as it is for the Kiwis – triggered equally as much by the depth of their immersion. Leaders who extend their business involvement beyond whatever it may take to comply to hours generate a far greater potential to gain a more instinctive appreciation of happenings, because they are considerably more engaged. Taking valuable time to truly assess the relative strengths and capabilities of your work environment incites a more compelling alertness to what is likely to transpire in your business day.

Astute Leaders are more prone to live the process of their leadership role on a daily basis (acquiring a sixth sense is more about the quality of engagement than it is about actual time of involvement) meaning they are significantly more able to identify the triggers and cues in the behavior of their staff and clients that are precursors to stories about to unfold. Remember, every effect has a cause and any person's sixth sense is predominantly nurtured by an ability to more readily recognize the characteristic actions (no matter how small or insignificant they may appear at first glance) that culminate in certain outcomes.

36. The Leadership Framework

Key Performance Indicators are the most appropriate method for putting a business unit on the path to achieving their dreams and visions. Within the confines of my team ideology, I see my team's KPI's as being the bridge that links us from our strategies and structures to the ultimate attainment of our dream. So essential are they that their implementation requires very careful consideration – there appeal to the people of the organization is paramount, and their receipt by them omnipotent.

To fully comprehend the relevance of a team's Key Performance Indicators to me, one must first appreciate the frame from which they are evolved. Whilst I am a strong advocate of the role emotion plays in achievement – primarily through the construction of dreams and visions – I also recognise that the foundation of any team lies in the accurate portrayal of policy and protocol. Within my teams, I build a bank of strategies consisting of a play book, role clarifications, a policy for conduct and another for team cohesion, all further enhanced by the

introduction of personalised innovations such as the player's reflective diary, post-match review forms and pre-competition performance plans.

Within environments such as the Kiwis, the North Harbour NPC team and the New Zealand men's hockey team I have very successfully pronounced these strategies to the group in a diligently prepared *Confidential File*. The *File* has proven to be a wonderfully effective tool for me, due primarily to its interpretation from the players as a living example of the coaching staff's conscientiousness as well as the fact that it is something we can formally present to the players. Within all three camps we have been able to wrap the full-colour pages of the document (including a vast array of playing images) inside leather bound covers. So well presented is the *Confidential File* that various members of the Kiwis have referred to it as "the best thing I've ever got from rugby league" – a fair accolade coming from professional players earning significant sums of money. As bland as the content contained within the *Confidential File* may appear, the *File* is living proof that anything presented with a dose of WOW can elevate to an entirely different level!

But whilst the strategies and structures of the team are critical, the fact remains that left alone they are unlikely to induce the kind of effort and emotion that leads to greatness. It has been my experience that carefully constructed Key Performance Indicators are the one thing that turns good teams to great teams, and great teams to championship winning teams. So essential are they in the evolution of a team that their development warrants significant time, energy and thought. Commencing with the North Harbour NPC rugby team of 2001, we developed the team's KPI's through a very simple but engaging exercise. By asking each player in the broader squad to highlight three areas of strength within the team and three areas requiring further development, we were able to identify eight common characteristics of importance – four of which would explain the success we had managed to achieve previously (and therefore needed further consolidation) and four that were areas the attainment of which would take us to even more significant outcomes. By assiduously compiling measurable activities that would represent attainment in each of the eight, we were successfully able to evaluate all the critical facets of our game. That is to say, an ideal of setting a platform in the forwards and winning physically could be measured through an assessment of clean go forward ball for the half back. Through the creation of ten factors in our KPI feedback sheet, we were able to measure, graph and prominently display fifteen facets of any one game.

More importantly, evaluation of the feedback sheet and KPI report fell to members of the playing staff, who meticulously set about compiling the

reports in readiness for a Monday night review session. Diligently the team's captain, an invited member of the playing staff and myself would sit down and appraise the team's performance, borrowing from the generic statistics provided by the New Zealand Rugby Union but going beyond them in pursuit of our own discoveries. Players would take a significant interest in the culmination of the statistics, and jointly we would ascertain areas worthy of further attention in our training week from both an individual and team perspective. So viable was the KPI strategy that by season's end we were able to recognise a level of attainment that would ensure success (although there was always an area of grey within which our outcome would be uncertain). Our KPI initiative was an amazing innovation for a team that had previously lacked purpose, and was a significant contributor to the team accomplishing way beyond the predictions of the pundits.

And it has proven to be equally as noteworthy a strategy within the evolution of leadership characteristics in a significant number of business professionals. As someone who appreciates the importance of strategies implemented to enhance the reflective and evaluative capabilities of his players, I now work meticulously to impress upon my business professionals the importance of a leadership framework to govern the successful implementation of their leadership profile. Leadership requires distinct behaviours and attitudes, all of which need to be constantly monitored and regularly appraised. It is with this in mind that I strongly encourage budding and developing leaders to ascertain the key characteristics that will form the nucleus of their leadership framework. By encouraging my business professionals to seek their own self-knowledge in matters of leadership, I am in essence guiding them to a realisation of leadership performance indicators that will require constant reviewing and appraisal.

From a leadership perspective, here are the eight performance indicators that constitute my leadership framework. They are indicators that resonate with me (although they might not necessarily resonate with you, and that's fine!) and to which I regularly force myself to review in accordance with my leadership behaviour:

- People and performance development is not a once a year thing. It's an all-the-time thing
- Self-confidence comes from knowledge of the task, and knowledge of the task enables people to trust their instincts. Take every opportunity to inject self-confidence through knowledge
- Identify a vision/dream, promote your vision/dream, and celebrate your vision/dream. And regularly align everyone on your staff with

your vision/dream

- A leader's positive outlook permeates into a team of upbeat people with positive outlooks
- If a leader is going to succeed in forging a direction for his staff, they first need to establish themselves as a person of integrity
- Company first. If it's good for the company, DO IT!
- Appropriate questioning culminates in outcomes, and invites those in our care to take calculated risks
- Recognize achievements and celebrate them with a passion

March 2008 – Face to Face with Paul Roos



PAUL ROOS will forever be remembered as the man who coached the Sydney Swans to their first Australian Football League premiership in 72 years. The Swans defeated West Coast by four points in the 2005 AFL Grand Final, and went within a point of going back-to-back a season later. As a player, premiership success eluded him during 17 seasons and 356 games with Fitzroy and the Swans. In this interview conducted by Catherine Murphy and lifted from sydneyswans.com.au, Roos discusses his life away from football, his relationship with players and his expectations as season 2008 dawns. The result is an insightful overview of a carefully constructed leadership style based on a leadership framework, and an interesting insight into a man credited as being one of the AFL's truly great current-day coaches.

You're the man in charge at Sydney. When you go home, are you the boss there as well?

Not really. Myself and Tami have a pretty equitable relationship. When I go home I just try and relax. I don't want to boss anyone around at home. If anything, the kids boss me around.

Tami is a meditation teacher and has done some work with the players. Do the players get intimidated by the fact that it's your wife working with them?

The classes were non-compulsory, so we left it up to the guys as to whether they'd do it. I'm very conscious of making sure players do things because they want to do it, not because the coach wants them to do it. So she worked with about 14 players and they had the classes at our house. They get on really well with her and are good friends. The younger ones are maybe a little bit intimidated that it's the coach's wife, but the likes of Brett Kirk and Craig Bolton are really good friends with Tami anyway.

It's quite bizarre to think of 14 Sydney Swans meditating at your house. Can you reveal any of their mantras?

It's one of those things that is personal for everyone so you can't go into details. But there were two groups of seven: a younger group and a more experienced group. The smaller the groups, the better. I think the players got a lot out of it.

You have two kids, both boys. Are they sporty?

They play AFL and basketball. They both go to a private school so they have to play school sports. They're quite active but the challenge now for kids is to get them away from Playstation games and all those sorts of things, like Wii. It's a bit different to the Space Invaders and PacMan that we had when we were growing up.

Do you play Wii?

Yes, it's good fun. I like NBA and bowling.

You said earlier that your kids boss you around. Do they ever tell you what you should or shouldn't be saying on the news, and so on?

We're lucky in Sydney. We get a good deal of publicity but it's not over the top. It's not as if I'm on the telly or in the papers all the time here. Sometimes if I am on, their mates at school will say, 'I saw your dad on telly'. But they do like to tell me what I should be doing on game day. They're starting to understand the game and are a lot more interested in tactics. More so Dylan (13), than Tyler (11). He'll say, 'Dad, why don't you get Barry Hall to go in the ruck sometimes?' Or, 'Why didn't you do this or that at the weekend?'.

What are you like when your kids play sport? Do you like to get involved?

I try to watch them as much as I can. They ask me for advice, and sometimes it's hard because you don't want to give them too much or maybe not enough. I'll actually be coaching both of the boys (at footy) this year, which will be a bit more of a challenge. I'm going to be involved with both the Under-12s and the Under-14s, helping out a bit more on a coaching panel. Previous to this year I've just been sitting

back and watching and helping out whenever I can.

When they play basketball I'll go and watch. I played basketball as a kid so we'll go and shoot around and play one-on-one and stuff like that. I'm still quite active physically so I enjoy playing tennis with them and going to kick the footy.

How will you be as a coach? Will you be trying to show the other kids that you don't have favourites?

It's a really good club and we're fortunate that it's a really good group of kids. There has been a lot of Swans players' kids who've been at the club. Paul Kelly's kids were involved when he lived here, so as a club I think they're a bit blasé about Paul Roos being there because they've had so many AFL and Swans' people. I'll just try and give all the kids as much game time as I can, like the previous coaches have done.

But will you be a tough coach?

I like the discipline of sport. I don't like when kids muck around at training and don't give respect to the coaches. So I think I'll be a hard disciplinarian, which is different to the way I am here (for the Swans). I just like the idea that when you do something, you do it to the best of your ability.

Are you the sort of dad that has your kids' future mapped out, or are you more of a 'wait and see' type?

I'm probably more 'see what happens'. Tami is American; Dylan probably makes more noises than Tyler about going to America. He's got his sights really set on going over there, even at 13. I think he might like to go to college over there, which would be really good. I think there's a possibility that at some time I won't be living in Australia, but I don't have it exactly mapped out.

Was that the deal when you got married, that you would spend time in America at some point?

The only thing we talked about definitely was that when I finished playing we would spend time in America – and we lived there in 1999 for 12 months. Tami loves Sydney and Australia, but we get back [to the US] when we can. There's never been a discussion that she definitely

wants to go back. Equally, I'm aware that it's probably something she thinks about, but there's never been a firm commitment or discussion relating to that.

So would you be as open to one of your kids getting a basketball scholarship in the US as you would be to them getting drafted into the AFL?

Dylan probably likes his basketball a bit more than footy. Tyler maybe prefers footy to basketball. But in terms of my aspirations for the boys, as

long as they enjoy themselves when they play, whatever they play I'll be happy.

Were you always a coach in waiting?

I think that people would say that I was a reasonably smart player but I don't think people would say I was definitely going to be a coach. I think I thought like a coach when I was playing, in the sense that I really tried to think through the game and think about the way things were done. I think that was a strong part of my game. I don't think I ever saw myself as a coach when I was playing or deliberately set down that path.

So it wasn't until you finished playing that you began to think about coaching?

Probably in my last year, I started to think about what I would do post playing. I started to think about what I liked about coaches and what I didn't like. I sat down when I retired in October 1998, and I wrote down some points that I wanted to remember if I ever did coach. I didn't know whether I would but I didn't want to forget what it was like to be a player.

Do you still have the piece of paper and do you refer to it from time to time?

Absolutely, I often look to that piece of paper. At the moment it's still pretty personal to me. I don't want it to sound like it's a 'who built the pyramids' type thing, it's just something I wrote down to help myself more than anything else because I found that sometimes the coaches that I had, the longer they were away from being players, they forgot

what it was like to be a player.

Can you reveal even one of the things you wrote down?

One of them is, 'Players don't mean to make mistakes'. That's one that even now as a coach, sometimes you tend to think, you know why did that player kick that ball? Then you realise, I don't think I've ever played with a guy that's deliberately kicked a ball out of bounds as opposed to hitting a teammate, deliberately kicked a point as opposed to a goal.

You didn't win a premiership as a player. Was that one of the motivating factors which led you into coaching – wanting to fulfill that dream?

One of the moments I remember, was when I was working for Channel 7 doing the Grand Final in Brisbane and they beat Essendon. I was fortunate enough to be on the field to see Alastair Lynch, who's a great mate of mine, get his medal and to see what he went through, having had chronic fatigue [syndrome], to get there. Most of your own moments in sport are your favourite moments but that would be up there with one of my favourite moments and it wasn't something I was involved in. So it was quite powerful to watch that ceremony and watch him get the medal. That was a motivating factor because I realised what a great experience it is to win one and not having won one. That gave me a real sense of urgency to get back involved and have a crack at doing it. It was really special.

When you did become part of it and win a premiership with Sydney. Did it fulfill that dream?

I think it's everything you hope it is and more. Because of the 72 years, it was very significant. Probably the thing that most surprised me was how it impacted on so many people. The letters I got at that time and the emails with people saying what a huge experience it was. As a personal experience, to have your wife and kids and see Paul Kelly, Bobby Skilton and guys like that there was special.

As for your future in coaching, you've said you don't want to coach outside New South Wales. But are there any circumstances that you would move to Victoria for work? Say if global warming reached a point where the weather in Melbourne was better than

Sydney and all the water had drained out of the harbour here, would you consider it then?

(Laughs) As it stands now I wouldn't. I'd be more likely to finish up here, leave and then hopefully come back and coach one day. I think if I did have a break, and I got the urge to coach again, I'd like to think that without stepping on anyone's toes or if the process happened and I was invited back to coach, so I'd be more likely to come back to this club rather than go to another club.

You've spent time in America before, would you be interested in coaching there?

I'd be interested in getting involved in the college system, in NFL or NBA. It's unlikely to happen but I'd be interested in doing that. That would probably interest me more than doing Victoria or South Australia or Western Australia. It's nothing against those teams or states, it's just once I finish here I'll be reasonably tired and ready to do something different.

How long more do you feel you will stay at Sydney? If you won a premiership this year, would that be it for you?

It's less about records and more about making sure that I'm still able to give it all my energy and making sure I'm still useful around here and wanted. So I don't know yet. At this stage I'll be coaching until the end of this year.

You've got a large variety of characters on the Swans' team. How do you manage it that they all seem to get on so well?

I think being in Sydney, we're pretty lucky, because everyone does revolve around the footy club here. Generally our guys come from interstate, so out of necessity they have to get on well even if they don't like each other. We put them together in living quarters so generally they do get on well because they spend a lot of time with each other. So it's not something that I have to work hard on, to be honest.

Which characteristics did you have as a player that, as a coach, you'd most like your players to have?

I think I worked pretty hard as a player. I think having a work ethic and

doing the right thing over and over and over again is important. You can't take any short cuts and I think in my career I didn't take any short cuts. I worked really hard as often as I could in order to be successful.

So you respect a hard working player more than a guy who's a genius but doesn't have that work ethic?

There's no doubt about that. The most frustrating players you deal with, as a teammate and as a coach, are the ones that you know have enormous ability but that you know don't put 100 per cent into it. It's very hard for me to understand that and it's hard for a lot of people to understand that. They are the ones that you get very frustrated with because you just can't comprehend why you wouldn't put everything into it because it's such a good opportunity.

Having been a player yourself, do you sympathise with players who have succumbed to temptation and gone off the rails a bit and did you do the same when you were young?

What AFL players face when they are growing up is exactly the same as what a 19-year-old medical student faces. There are temptations, there's drinking, there's girls. They're young guys. I enjoyed myself as a player. I don't remember doing anything really silly to be honest but then I haven't got a great memory for a start.

But players have got to understand that they are role models whether they like it or not and I get frustrated when I read high-profile players saying they're not role models. I don't think it's a choice you make. That's just part of what you are. Regardless of whether you want them to or not, people will look at you and what you do. You can choose to be a bad role model but you are a role model.

Do you think it's important to keep a healthy distance from your players?

Well I'm 44 and some of the players are 17-18 years of age so I think the longer you go, you do have less in common with the players. I would think guys like (Brett) Kirky, Mick O'Loughlin, Hally (Barry Hall), I would think they're more the types who would not worry whether I'm there or not there. I know them pretty well and they know me pretty well but I think that for the younger guys coming in it's a lot harder. But that's why

we have coaching structures and senior players acting as mentors because I think it is a bit harder for a 21 or 22-year-old to talk to a 44-year-old about, not so much about footy stuff, but general stuff. So I think it's more of an age distance or a generational distance rather than anything else.

But do you think it's good, regardless of the reasons, to have that bit of distance, because at the end of the day you're the boss and when trade week comes up, you can't be best friends with all of them?

It's more about honesty really. You can't have a great relationship with 40 or 44 players, because you can't spend enough time with all of them. I'd say that I'd consider several of the playing group very good friends and I say that in the way that when I finish coaching I'd be happy to catch up with them and socialise with them and maybe go away with them.

So it's more about honesty rather than distance. If they choose to be distant, or I choose to be distant, then that's okay, but as long as everyone's honest. So what I'm saying is it doesn't matter if you're distant or close. You have to be honest with everyone. That's the main thing, so then when it comes to trade week, like with (Adam) Schneids and Seanie (Dempster), you've just got to be honest with them.

Is it true that you told the entire player group that they were trade bait?

Yes.

And do you say that every year before trade week?

Every year I've done that and it's all about honesty. The reality is, the way trade week works, is that everyone is up for trade. Everyone picked on Jude Bolton and Amon Buchanan this year but the reality is everyone's tradeable but people aren't prepared to say it. That's just the reality of AFL footy. Now equally, the reality of trade week is that not many players are going to get traded so I can't sit here at the start of trade week and say, 'Well Jude you're going to get traded, Amon you're not', so the simplest and most honest way to say it is that everyone's tradeable. The only difference is, this year we got our leadership group

involved and said, 'Boys, do we need to make some changes?' and they said, 'Yes we do'. So that's the only difference from previous years.

So the leadership group came back to you and said, 'These are the type of players we need', or did they put forward players who they were willing to have traded?

No. But they did ask me who I thought would be traded and I told them that I couldn't possibly know at that stage what the trade would be.

As long as you're honest with the group, things will be fine. We've had no problems since then with Jude (Bolton) or Amon (Buchanan) having been mentioned because they understand and I'm honest with them and they're happy to be back. They didn't want to be traded but they understand that's how it works.

March 2008 – Let's Go Surfing

www.thinkingmanager.com

Edward de Bono is world-renowned in the field of creative thinking and the pioneer of lateral thinking. He wrote the book 'The Mechanism of Mind' in 1969 and the basic principles outlined in the book have entered mainstream thinking in the mathematics of self-organising systems and in the design of neuro-computers. His books have been translated into 26 languages. He has many years' experience in the practical teaching of creative thinking. His educational background in psychology and medicine has informed his logical approach to creativity.

Robert Heller is Britain's best-known and best-selling author and business speaker on business management. His first title, 'The Naked Manager', has been proceeded by a further 50 books around the promotion of the thinking manager.

Together de Bono and Heller offer the Thinking Managers website, www.thinkingmanager.com. The Thinking Managers website is fundamentally dedicated to investigative business management analysis, and invites you to subscribe to the 'Letter to Thinking Managers' newsletter (containing innumerable insights for consideration should one wish to subscribe). Alternatively, the website offers opportunities to purchase the many and varied publications offered by its two editors, including de Bono's revolutionary 'Six Thinking Hats'. The website might not be for everybody, but the opportunity to investigate further the thinking of these two world-acclaimed authors is certainly worth the investment of time.

March 2008 – Practical Exercise Honesty Session

Honesty Session was primarily introduced as a group exercise, but its reflective powers have proven so great that I now advocate it for use as a self-appraisal exercise to be completed on a relatively frequent basis. The exercise invites participants to assess their relative performance across a number of dimensions (all connected to the development of an emotionally intelligent profile):

- Self-awareness
- Ability to manage emotions
- Self-motivation
- Ability to relate to others, and
- Ability to emotionally mentor others.

By constantly developing your ability to ascertain strengths and areas in need of development across these fundamental leadership necessities, leaders and companies alike can continue to harness their capacity to up-skill. In the hustle bustle of a busy corporate lifestyle, the ability to reflectively analyse has become a casualty – a tremendous shame given the properties of reflection and what it offers us all. By adopting a simple strategy of regularly permitting yourself the time to subjectively appraise your work performance, individuals and companies can put themselves on the path to constant improvement, whilst the lack of such a process consigns self-improvement to little more than guess work.

Honest Session is a simple to complete process, that's true benefit is realised through the accuracy and exactness of the “calls for action” you employ at its conclusion. Try the Honesty Session exercise. I'll be surprised if it doesn't enhance your current levels of self-knowledge related to the way in which you impart your leadership style, whilst in the process putting you on the pathway to a more complete business performance.

In small groups (of two to three) each participant is to comment freely on TWO questions in three minutes, whilst the remaining members of the group listen. Those listening should not interrupt or question anything raised until after the speaker has responded to both questions in their entirety..

1. What pleases me about my...

▪ **Self-awareness**

- ❖ How tuned in I am to the wealth of information – my interpretations, thoughts, feelings, senses, emotions and intentions – available to me about myself;

- **Ability to manage emotions**
 - ❖ How effectively I understand my emotions and can use that understanding to deal with situations productively;
- **Self-Motivation**
 - ❖ How effectively I am able to begin a task or assignment, stick with it, and move ahead to completion, all the while dealing with any setbacks that may arise;
- **Ability to relate to others**
 - ❖ The degree to which my exchanges with others ensure the greatest chance for positive outcomes, i.e. my ability to connect with others to ensure information is exchanged meaningfully and appropriately, and;
- **Ability to emotionally mentor others**
 - ❖ My ability to help others manage their emotions, communicate effectively, solve their problems, resolve their conflicts and become motivated.

2. What I'd like to improve... (refer to the above)

What do I have to do? How am I going to do this? How can I measure improvement? Who can help me achieve this? When do I want this to happen? How will I know I have achieved it? Why is it important for me to achieve this?

At the conclusion of the feedback session, participants will state one thing he/she is going to improve.