

# Thinking Ahead

## Ideas and Insights from the First Step Member Community

[www.first-step-community.info](http://www.first-step-community.info)

28<sup>th</sup> February 2010



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28 February 2010

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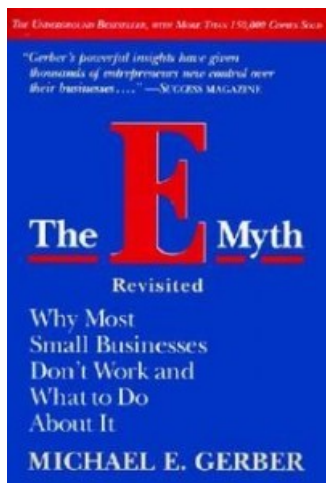
MATT HERN'S MONEY GUIDE

## The must read book for aspiring entrepreneurs

FEB 28, 2010 10:21P.M.

Over half the people I speak to professionally list “self-employment” as one of their life goals. This can take many forms including:

- Tradespeople wanting to go out on their own
- Professionals wanting to start their own consulting business
- Those wanting to start a business to pursue their passions (e.g. to open a restaurant)
- And those who believe that owning their own business is the only way to get rich.



If you too dream of going out on your own or starting a business then I strongly recommend that you read “The E-myth Revisited” by Michal E. Gerber **before you quit your job**.

Or if you know someone who has the self-employment goal then please do them a huge friendly favour and forward this article to them now.

Preferably you need to read *The E-myth* before you succumb to what Gerber calls ‘*the Entrepreneurial Seizure*’. That’s the point where something inside your head resoundingly declares “I could do this for myself, and from that point on your world is not the same.

### The E-myth

The ‘E-myth’ is the myth of the entrepreneur. Gerber describes it best:

At the heart of the e-myth is ‘*the fatal assumption*’ that if you understand the technical work of a business, you understand a business that does that technical work. And the reason it is fatal is that it just isn’t true.

But the technician who starts a business fails to see this.

The real tragedy is that when the technician falls prey to the Fatal Assumption, the business that was supposed to free him from the limitations of working for somebody else actually enslaves him.

Self-employment enslaves many rather than frees them.

Now it’s not my intention to turn you off going into business. I do agree that many of the wealthiest people achieved their wealth by concentrating their risk and investing in their own business.

I want you to embark on that part of your journey with your eyes as wide open as possible to the realities of being in business. That is what Gerber does in “The E-myth”.

### Inside The E-myth Revisited

*The E-myth Revisited* is written with a blend of traditional non-fiction text and parable. Gerber illustrates his points through the story of his client Sarah and her business “All About Pies.” This is a master stroke in getting the message across as Sarah experiences and expresses many of the emotions and questions that you do as you read the text.

If you’ve come across *The E-myth* after starting your business then you will likely relate to Sarah’s predicament. No matter how raw it feels stick with it as I promise you that the books also brings hope.

Part One of the book is essential reading for the aspiring self-employed person as you get an overview of the phases of business and some of the essential roles. One important distinction to grasp is the difference between:

- The Entrepreneur
- The Manager
- The Technician

And to realise that everyone who goes into business is actually the three roles in one. But the trap is that you start by operating too much in the technician role and neglect the important functions of the other two roles. Yet without completing the function of all three roles the technician becomes stressed and enslaved as mentioned earlier.

After reading part one pause for reflection and take a good hard look at your situation and motives.

### **Are you truly willing to do what it will take to be successful?**

#### **Your Primary Aim**

You may have heard of self-employed people that their business is their life. The truth is that a successful business is not your life, though it can play a significantly important role in your life.

You need to decide what role that will be by considering what Gerber refers to as your primary aim. To me this chapter of the book is gold. In one sense you really should start here. But without having read the earlier sections you may be too dismissive and flippant in your answers.

To discover your primary aim Gerber suggests you ask yourself these questions:

- What do I value most?
- What kind of life do I want?
- What do I want my life to look like, to feel like?
- Who do I wish to be?

Those who have worked closely with me may not be surprised that I consider this chapter to be gold as it mirrors my approach to financial planning. The whole purpose of a business and of creating wealth is to facilitate the life that you want. So first you must start by defining what is most important to you.

If having reflected on your primary aim you decide your business aspirations are for the right reasons then read further into the book to learn what a successful business needs to look like.

#### **Your Turn-key Operation – The Franchise Prototype**

One of the big ideas in “The E-myth” is that every business can aim to be turn-key and operate in a methodical, repeatable way like the successful franchises such as McDonalds. Whilst many entrepreneurs may not ever plan to franchise they can still operate their business as if it were the prototype for a franchise.

The pay-off for creating a turn-key operation includes:

- Creating a real exit strategy. A well-run business that will continue to operate smoothly and profitably after sale is very attractive to

buyers.

- More time for you in the other roles in your life. Plus your time in the business will be more enjoyable.

Enjoying being in business and then easily selling it for a bucket load of cash seems to be the aim of most aspiring entrepreneurs. So resist the temptation to dismiss this section just because you can't imagine yourself as a McDonalds.

#### **The essential business eye opener**

Self-employment and a business can be extremely rewarding both personally and financially. Sadly for most it is not. Businesses can burn through your hard earned assets and strain your relationships to breaking point. You can end up in a place you never wanted to be and don't know how to get out of. (Ask Sarah.)

Even if owning your own business is just a speck on the horizon I strongly recommend you promptly buy and read “The E-myth Revisited” by Michal E. Gerber.

No related posts.

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SO WHAT'S NEXT?

## The Wisdom Manifesto by Umair Haque

FEB 28, 2010 09:03P.M.

In my last post I shared with you some of the wisdom of Umair Haque. Well it is very hard to beat his wisdom manifesto. It proves to me that being comes before doing.

Be remarkable

Ian

Founder Differencemakers Community

**Sign-up** here for a least one free resource per month and to get your complimentary copy of my ebook *Differencemakers - how doing good is great for business*.


doing today what others will only be thinking about tomorrow 

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GIHAN PERERA

## Is Avatar just the same as Pocahontas?

FEB 28, 2010 05:07P.M.

I've heard people say that perhaps there's only one real plot in all classic stories, and it's just the names and places that change. Here's an interesting - and amusing - comparison that's been doing the rounds recently, comparing the blockbuster movie Avatar and the earlier Disney movie Pocahontas (which of course wasn't original either). 

GIHAN PERERA

## Be the Centre of Your Tribe

FEB 26, 2010 06:30P.M.

The world is changing to be about community, not authority; villages, not islands; collaboration, not hierarchy.

MP3 File 

NOTES FROM THE WORKPLACE GARDEN

## After the storm

FEB 26, 2010 08:22A.M.

In my last post I talked about preparing for a storm when you know it is coming. Unfortunately, not all storms can be anticipated. In most states of Australia there are examples of freak weather events that no one saw coming. These anomalies can involve rain, hail or fire. The results can be devastating and the impact long term. From a gardeners perspective, significant trees can be lost, precious soil washed away and infrastructure such as fences damaged. We rely on members of the community to rally around and help with the recovery and governments often commission enquiries to find out how to minimise damage in the future.

At work an unexpected storm could be a workplace accident, the death of an employee or a product causing injury to customers. Again, the governing bodies may get involved to find out what happened and prevent it happening again. However, the more important short term work is done by the leaders in the workplace. They need to be available to help, be willing to share information and to take responsibility as required. Recovery from these types of setbacks can take a long time and not everyone will be willing to rebuild. Sometimes what people need is a ray of hope, like a new tree being planted in a devastated park to give people a symbol that rebuilding is underway. In workplaces we also need to use symbols to help people cope with tragedy and get on the path to

recovery.

LIFELONG FITNESS

## Strength helps you remember

FEB 26, 2010 08:21A.M.

When I worked in the Aged Care industry promoting activity and fitness to the 'oldies,' I remember saying to people that if only we had proof that exercise prevented dementia then everybody would be motivated to exercise.

Given that getting Alzheimer's or dementia was the greatest fear of most people about getting older it seemed like a reasonable assumption. Alzheimer's disease, the most common form of dementia, causes a progressive loss of memory and thinking ability. It is also known to be associated with symptoms such as an impaired gait, depression and a weakened grip.

Well, there is new evidence coming out every day linking poor fitness to increased risk of memory loss and cognitive impairment. In a recent study, researchers found that weak muscles are closely linked to Alzheimer's disease in older adults.

Researchers at Rush University Medical Center in Chicago studied 970 adults with an average age of around 80 who did not initially have Alzheimer's. Each was rated for mental function and given a physical strength score derived from testing 11 muscle groups.

The US research showed a pattern of reduced Alzheimer's risk with increasing muscle strength. The strongest patients had 61% less chance of developing the disease than the weakest.

Subjects underwent at least one further evaluation over an average follow-up period of 3.6 years. Of the total, 138 participants (14.2%) went on to develop Alzheimer's.

Muscle strength scores ranged from minus 1.6 to 3.3 units. Every unit increase in initial muscle strength correlated with a 43% reduction in the risk of developing Alzheimer's during the study period.

Participants in the top 10% of muscle strength scores were 61% less at risk of Alzheimer's than those in the bottom 10%. Muscle strength was also associated with mild cognitive impairment that may be an early sign of Alzheimer's.

While no reason for the association was determined in this study, the researchers believe it could involve energy production in the body.

Regardless of the actual mechanism linking muscle strength and cognitive abilities, this research should boost your motivation to add strength training to your exercise routine. Many people are disciplined about aerobic exercise (though unfortunately not enough), but strength is often forgotten because people think it has to involve lifting heavy

weight is a gym.

While a gym might be an efficient way to do strength training, there are alternatives that can be done anywhere. It just takes some discipline and imagination.

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GIHAN PERERA

## Use Case Studies to Build Trust and Facilitate Sales

FEB 25, 2010 06:30P.M.

Prospects are always asking the question, “Why you?” when deciding whether to engage your services. Although you can say as much as you like about yourself, sometimes it’s not nearly as engaging as a case study - especially if it’s somebody just like the prospect.

The Rain Today site recently published a podcast, interviewing Casey Hibbard, author of “Stories that Sell: Turn Satisfied Customers into Your Most Powerful Sales and Marketing Asset”, about the effective use of case studies. An excellent interview if you want to add more credibility to your sales process. [e](#)

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JUST A CONVERSATION™

## Difficult Conversations

FEB 25, 2010 08:40A.M.

Why do we complicate matters when a simple conversation might be all that it takes? Robert Gerrish from Flying Solo asks Hugh to explain how to avoid misunderstandings during conversations.

Remember, Success is... Just a conversation!  
[www.justaconversation.com](http://www.justaconversation.com)

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ANN ROLFE'S MENTORING WORKS BLOG

## Evaluating Mentoring Programs - Webinar

FEB 24, 2010 10:45P.M.

Join me for a webinar:

**1 March 2010 at 11:00am AEDT**

**Topic: Evaluating Mentoring Programs**

**Cost: \$55.00AUD (free to Mentoring Network Online members)**

Details:

- What return on investment can reasonably be expected from mentoring?
- How do you know mentoring has an impact on the organisational bottom-line?
- Can you put “hard” measures on “soft” values?
- What and how can you evaluate?

This webinar provides an opportunity to explore issues with your peers and gain input from mentoring specialist, Ann Rolfe.

**REGISTER NOW** [e](#)

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SO WHAT'S NEXT?

## Doing what we are capable of - with thanks to Gandhi and Haque

FEB 24, 2010 09:52P.M.

*The difference between what we do and what we are capable of doing said Mahatma Gandhi would suffice to solve most of the world's problems.*

We can do a lot worse than following some of the controversial, yet I think common sense approaches of Umair Haque, a Director of the Havas Media Lab, and a regular contributor to Harvard Business Review blogs.

I particularly like Haque's great to good, Obama's 5 collaboration mistakes, a strategy for the 21st century in four words, and the builders manifesto.

More of Haque's blogs are here.

**I would be very interested in your comments, could it be that Buildership has replaced leadership?**

Be remarkable

Ian

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doing today what others will only be thinking about tomorrow 

GIHAN PERERA

## Val Jones' engaging presenting combining Pecha Kucha and limericks

FEB 24, 2010 06:30P.M.

Presentations at medical conferences can be dull, boring and highly technical. In contrast, Val Jones is a breath of fresh air. Her seven-minute presentation "A Tale of Two e-Patients" - with a serious message about the dangers of relying on junk medicine - was presented using pecha kucha (20 slides, each showing for 20 seconds) and limericks.

Can you do something innovative and different in your next presentation? It can be very engaging, especially if it's different from what everybody expects. 

GLENN CARDWELL

## The obesity epidemic

FEB 24, 2010 02:41P.M.



Termining the gradual increase in the number of overweight people as the *Obesity Epidemic* is more an emotional phrase than an accurate one say Canadian academics in an editorial in the *European Journal of Public Health*. An epidemic usually refers to a disease that has a sudden onset with a temporary high prevalence in a population. Although over half of western populations are overweight, it has hardly been a sudden onset.

**Is excess body fat a disease?**

The other aspect to calling obesity an epidemic is that it then becomes a disease. Is obesity really a disease or just a mis-management of energy in and energy out in a society with abundant food and energy saving devices? Labeling obesity as a disease can help generate research funding to find a “cure” for the disease. It also suggests that people had little say in becoming overweight because, well, it’s a disease, and diseases are something that you catch, possibly from another person!

### Disaster on the horizon?

In my view, the use of the terms “disease” and “epidemic” helps cement the idea that a disaster is pending and many people are about to die, and, without a skerrick of justification, people can say that “our children will be the first generation to have a shorter life span than their parents.” Rest assured, that claim has been pure fabrication to generate headlines. Right now, average life spans continue to increase, with no hint of dropping.

### The good news

The authors point out that while overweight has increased, high blood pressure and heart disease have been on the decline. They say that: “further, since the early 1980s, coronary heart disease mortality rates have halved and life expectancy has increased steadily in several developed countries.”

In Australia, high blood pressure has halved in adults dropping from 40% in 1980 to 18% in adults aged 25 to 64 years at the beginning of this century. Coronary heart disease death rates have fallen rapidly since the 1970s. In the decade 1996 to 2005 the heart disease death rate dropped by 42% due to a reduction in the number of heart attacks and a better survival rate.

However, the authors do add that the increase in obesity may well have slowed down these favourable trends, and that it is very unlikely that heart disease rates will ever return to those of the 1970s.

Not for a moment are the authors downplaying the health consequences of being overweight as it is associated with a number of chronic disabilities such as diabetes and osteoarthritis, and the fact that such people are unlikely to be enjoying life to the fullest.

### What does it all mean?

The authors do warn that classifying obesity as a disease rather than a risk factor does not help us understand obesity as a public health problem. For example, you cannot guess somebody’s weight if you only look at a series of tests such as blood cholesterol or blood pressure. In NI 36 I mentioned that that about half of overweight people are metabolically fit and around one quarter of lean people are quite unhealthy. There is no specific cut off weight that determines whether you are going to be unhealthy or healthy in the future.

Although the authors didn’t state it in blunt language, if they think that labeling obesity as a disease is more about creating fear in the public in

the potential hope that researchers will attract government attention and possibly funding for research, then I can only agree.

Reference: *European Journal of Public Health* 2009; 19 (6): 568-571




GLENN CARDWELL

## Juice Plus revisited

FEB 24, 2010 02:39P.M.

You may recall that in an earlier blog I asked about this fruit and vegetable extract supplement. To refresh your memory I said: “Juice Plus has been around for some time. Nutrition professionals are not that excited by it, as it is very difficult to get much dehydrated vegetable or fruit into a tablet. There is research to show that the tablets do increase antioxidant levels in the blood. You would have to eat at least 10 tablets to get even close to a single serve of a vegetable and even then, many nutrients will be lost through processing.”

Since then, there has been a short article in the *American Journal of Medicine* late last year. A 51 year old woman with endometrial cancer began to take Juice Plus as a supplement. It is very common for people with cancer to start taking what is perceived as natural supplements in the hope that this will reverse the cancer or halt its progression. In this case, the Juice Plus began to adversely affect her liver function. Stopping the Juice Plus returned the liver to normal after four weeks.

The authors from the University of Texas said it was important that doctors know of all the supplements being taken by patients and, conversely, that patients were open about what they took in addition to any prescribed medication. That way they can be alerted to potential side-effects of the supplement. Natural does not always equal safe or healthy. 

## THE ALMOND EFFECT

## CLUES Is lack of sleep making you a poor leader?

FEB 24, 2010 04:42A.M.

Are you getting enough?

Ever considered that the amount of sleep you get is a key factor in staff retention?

Researchers tell us that sleep is critical for our children's capacity to learn. If they don't get enough sleep, their ability to make new connections and their ability to concentrate is impaired.

Typical daily sleep requirements for children by age are:

- Infants (3 to 11 months): 14-15 hours
- Toddlers: 12-14 hours
- Preschoolers: 11-13 hours
- School-age children: 10-11 hours

So, are your kids getting enough sleep?

And as importantly, are you?

Why does it matter?

High performing brains, especially the pre-frontal cortex areas (PFC), require heaps of energy in the form of glucose. The PFC is responsible for our executive functioning like planning, decision-making, analysis, comparisons and behaviour control i.e. complex cognitive activities.

Just like children, if we are haven't had enough sleep then our bodies prioritise the available energy just to keep us physically functioning. That means our brains, especially the PFC, lag behind in the race for glucose.

Result: tired brains find it hard to come up with new answers. One consequence is that we end up repeating what we have done before even if we know we should find a new way. We find it hard to focus, we procrastinate or we hastily make decisions that we should sleep on!

Negative memories and bad decisions prevail

Add this piece of research into the mix: Dan Ariely at Duke University wondered if decisions made in negative emotional circumstances in the past influenced future actions when the original emotion was no longer present. He did some experiments and concluded that they did.

Reason: when we make decisions, we tap into the memories of decisions we made in the past in circumstances that can be linked in some way to the present situation. That's easier for our brain than having to come up with new neural connections (a new decision).

Now, negative memories (and their associated decisions) will always come to mind first because our amygdala is always on guard to protect us. They will, as Ariely puts it 'become part of the blueprint' for future actions.

And it's when we use this blueprint and respond inappropriately, that's what I call The Almond Effect®.

If we are tired our PFC is too exhausted to reflect back on the emotional circumstances in which the original decision was made and consider whether the decision is still the correct one in the fresh situation.

We are then likely to make the same poor decision again even though we may not be feeling the same negative emotions we felt when the original decision was made!

I wonder if that's why office feuds, silo battles, home arguments, even wars, go on for so long – long after the original cause has been defused. We just haven't stopped to challenge the pattern in our brain and so keep repeating decisions and behaviours because 'that's the way it's always been.'

Ask your people if they like working for you when you are sleep deprived

So, for most of us lack of sleep means snap decisions, procrastination, repeating bad decisions, inability to concentrate and bad moods. And because we are tired we eat the junk food our bodies crave for an instant sugar (glucose) hit. We are too weary to do any exercise and so the exhaustion cycle continues – just adding to the load on our bodies and the depletion of energy.


Do your people love working for you when you are like that? Are you a good leader? Do they feel 'engaged'?

They might put up with it for a few days, a few weeks, even longer but in the end, they'll walk away and find someone who is easier to work with.

What to do about it

I'm not your mother so I'm not going to tell you to go to bed earlier, take a break, get some exercise, eat proper food, cut down on the alcohol – you can work that out yourself.

But at the very least, acknowledge when lack of sleep is impacting the way you lead. Consider whether, if you were in your people's shoes, you are providing the kind of leadership that will encourage your best employees to stay?

If the answer is no and lack of sleep has something to do with it, then maybe you should let your kids put you to bed, read you a bedtime story and kiss you goodnight! 

THOUGHT LEADERS BLOG

## The Inaugural Thought Leaders Magazine

FEB 24, 2010 01:33A.M.

We are thrilled about the launch of the Thought Leaders Magazine!

Another great way for the Thought Leaders Mentors to share their expertise.



### Inside our first issue:

- How to discover ideas
- The power of polarising opinion
- How to make money from your ideas
- Intellectual property development
- An amazing new way to meet
- Why your audience is looking down

Download your copy and share with your colleagues and friends.

We hope you enjoy!

The Thought Leaders Team

P.S. Don't forget to share your thoughts via #tlmag on twitter! 

THOUGHT LEADERS BLOG

## Inspired or Simply Surviving?

FEB 23, 2010 11:49P.M.

For me, there is nothing quite as powerful as someone with an idea to share and the ability to share it. This is Thought Leadership and has been my obsession for 30 odd years. I believe that the tools to express your Thought Leadership are public speaking skills, the art of oration and the science of influence. The ability to get up in front of a group of people and share an idea in a way that is engaging, relevant and meaningful.

There are countless books on public speaking and they all talk about dramatic pause, or body language or share techniques for structuring and preparing a speech. At first this abundance of books on the topic of public speaking made me a little reluctant to write yet another one. So I started reading those I could lay my hands on and noticed something common to them all. They were written from a fear management perspective and offered templates and techniques for just getting by when you speak in public. It seemed to me they have been written for people who plan to speak once in their life for 15 minutes and never again. They seem to be coloured by the brush of 'just get out of this without embarrassing yourself and we have succeeded.'

What has been fundamentally missing for me in all the work so far on public speaking and presentation skills was the 'Inspired' approach. The challenge to step up and be truly world class. To be extraordinary, to be so damn good at speaking in public that you are invited, seduced and yes, maybe even paid to share your thoughts. Can you imagine that? What would you need to know to be able to do this 'thing' called public speaking so brilliantly?

Well, before we get into that let me lift the game, raise the stakes and up the anti! (you can tell I've been a motivational speaker for a touch too long.) Let me suggest a bunch of reasons (seven) why speaking in public is inspirational and something you need to get very good at very quickly:

### 1. It is the new leadership imperative.

Followers require so much of their leaders. The post industrial age, hierarchical, authoritative leadership styles make way for empowered, flat organisations whose competitive advantage lies in their culture and great cultures are run by inspired leaders.

### 2. It is the ultimate personal development vehicle.

There is something phenomenally challenging about speaking in public. There is nowhere to hide, what you don't say says more than what you do and people form judgements very quickly about who you are and what you are saying. The more you develop YOU as a person, the more effective you are as a speaker.

### 3. It is leveraged influence.

One on one listening is great, but not easy to do at scale. If you are building a fast growth movement or organisation you need to quickly get everyone on the same page. Speaking in public is one of the truest ways to do this.

#### 4. It is a new media.

News sources are biased. We don't trust the paper or TV to let us know what's going on, we trust the person in front of us. Speaking to large audiences is the new media. Unedited videos on say, You Tube, are now extending the reach, and its the whole speech not just edited highlights on the six o'clock news.

#### 5. It is a certainty filter.

Managing what you know to be true versus what you think might be true is hard to do well when you are only thinking about it. Speaking it out loud forces you to really consider what is true for you and what is just imagined. Speaking is the ultimate 'light of day' test for your ideas. The minute you say something out loud to a crowd that rings untrue, you know with absolute certainty that it is not right. Of course, the positive opposite is also true.

#### 6. It creates transformational moments.

Turning points in life both for you and those around you are often defined by the small acts of courage and moments of inspiration. Standing up for what you believe and putting it out there and open to ridicule is courageous. And when you do it often, breathes a little life into those who listen to lift, to elevate their perspective or shift their consciousness.

#### 7. There is magic in a live shared experience.

Listening to your favourite artist on a CD or MP3 player is great, seeing them live at the stadium is something else. Public speaking is the show, you don't get the same experience reading the speech as hearing it and hearing it live versus recorded is another level again.

So, if you were not nervous about speaking in public before, you just might be now!

Matt Church

Creator of Thought Leaders 


GIHAN PERERA

## Alicia Curtis presents the 2010 Australian Emerging Leaders Report

FEB 23, 2010 09:00P.M.




Alicia Curtis, a client and friend, has just released The 2010 Australian Emerging Leaders Report, a survey of over 150 young professionals asking about their ambitions and goals at work. If you're a leader or manager of young professionals, this is essential reading. Get your free copy of the report here.

If you're in Perth, you can also attend Alicia's complimentary mentoring session "Top 5 Ways to Turbo-Charge your Young Professionals" on Tuesday 16th March. 

MATT CHURCH

## Who is really stopping you from taking your business to the next level?

FEB 23, 2010 06:33P.M.

You know, the cliché response of you are stopping your own success is more subtle than it seems. You may not want the next level of money or success because you have created a story around what that will cost you. Often this is hidden under several layers of consciousness. You may be comfortable talking about a certain level of money. The only difference between \$5,000 and \$10,000 a day or a speech 

ROSS CLENNETT

## Atlassian32 - the story (and lessons) so far

FEB 23, 2010 05:36P.M.

In August 2009 I blogged about the innovative recruitment campaign of Australian software company, Atlassian. This campaign invited open slather recruitment agency participation ... with a catch. The Atlassian32 campaign was launched with the purpose of hiring 32 software engineers for their Sydney head office. After I posted the article on my blog 39 people commented on the article, easily the 

NOTES FROM THE WORKPLACE GARDEN

## Preparing for the storm

FEB 23, 2010 06:40A.M.

Living in South East Queensland during summer means dealing with storm season. You can expect strong winds, lots of rain, occasional minor flooding and even power loss. It's all part of the natural cycle of life and whilst it can be annoying at times, the lighting shows are often spectacular.

Smart gardeners know they need to prepare for storm season to minimise damage to their garden, their house and their neighbour's property. This involves removing large branches that could fall, putting away items that can become projectiles, relocating pot plants to safer positions and more. It's also why we plant resilient species that can withstand the onslaught because it is heart breaking to see your hard effort in the garden destroyed in minutes.

It's not unlike the preparation that smart workplace gardeners do before a storm hits their team. It could be in the form of the busy season (eg retail industry at Christmas), a major change to government legislation or the arrival of a new competitor in the market. You know there are going to be tough times for your people so you need to clear the decks and give them every possible assistance to weather the storm or you might find you lose a few along the way.

The good news is that storms don't go on indefinitely. In fact some last a relatively short time. However, an unprepared gardener can be mopping up the mess for months to come if they don't take the right preventative action. How often have you experienced the equivalent at work? Doesn't sound like much fun, does it? What are you going to do to be better prepared next time you know a storm is on the horizon?

SO WHAT'S NEXT?

## When sustainability isn't sustainable and how it can be

FEB 22, 2010 08:40P.M.

Here is a link to an excellent article by Zack Smith and Chad Stewart.

Zach and Chad are principals of Interkconnections an organisational development consultancy focusing on leadership development, sustainability, and talent management systems.

I love their article for several reasons. It focuses on why being less bad (which is what a lot of organisations are doing) is not necessarily a strategy for sustainability even though many think it is. The article also shows us a pathway through compliance, conformity, and cooperation, the common path that often doesn't lead to a sustainable business, and the next essential steps of collaboration, coherence, and constellation. This article provides a lot of value about how you can go through each of these stages and end up with a truly sustainable and prosperous business.

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doing today what others will only be thinking about tomorrow 

GIHAN PERERA

## Thinking Ahead Journal: David Penglase, Gihan Perera, Matt Hern, Sue-maree, Ross Clennett, Ann Rolfe, Vanessa Hall, Matt Church and others

FEB 22, 2010 06:33P.M.




Every week I collect the most recent blog posts from my clients and members - all leading thinkers about business and life - and assemble them into the Thinking Ahead journal.

Download the 21st February 2010 issue here.

What's in it:

- Sales Success Forum: Going The Extra Mile In Sales
- Gihan Perera: Obama's Home Teleprompter Malfunctions During Family Dinner
- Matt Hern's Money Guide: Average duration of Australian bull and bear markets
- Matt Hern's Money Guide: Kids, they might be cute but they are costly
- Gihan Perera: Make More Sales From Your Web Site: Free Workshop in Perth
- Ross Clennett: The Madness of Senator Conroy
- Gihan Perera: The principles of on-line collaboration
- Matt Hern's Money Guide: Identifying your passionate career
- Ann Rolfe's Mentoring Works Blog: How Do You Know Mentoring Works?
- Notes from the workplace garden: Do your people have a clear purpose?
- The Truth about Trust: Do you share our worldwide view?
- Sue-maree: How To Respond To Bullying - Without Being A Bully!
- Gihan Perera: Webinar Recording: The Seven Biggest Mistakes Business Owners Make With Their Web Sites
- Gihan Perera: Show word clouds with Wordle
- Matt Church: The Power of Models
- Gihan Perera: Peter Dhu created a new Web site in two days
- Ross Clennett: The 2010 Intergenerational report - some thoughts
- Thought Leaders Blog: Speak as though you are certain, listen as though you are not
- Gihan Perera: Dale Beaumont on Publishing
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- Notes from the workplace garden: 9 life lessons from the garden
- Peter Webb's "Wisdom Circle": Wise Decisions!
- So What's Next?: Changing What's Normal Webinar
- Matt Hern's Money Guide: Seventy percent of credit card debt accrues interest
- Matt Hern's Money Guide: Wealth Insights for Young People
- Gihan Perera: If in doubt, do something - anything!
- Notes from the workplace garden: Do you use the Don Burke method?
- Matt Hern's Money Guide: A guide to investment markets in 2010
- Gihan Perera: Build Your Web Site In Two Days: My First Boot Camp Starts Today
- So What's Next?: Receiving and Giving - how much is enough?
- Just a conversation™: Do you think outside the square?
- Matt Hern's Money Guide: Understanding Private Health Insurance
- Gihan Perera: 20 Things to Blog About
- Glenn Cardwell: Comfort Foods
- Glenn Cardwell: Why does a mushroom have that shape?
- Notes from the workplace garden: Size doesn't matter
- Ann Rolfe's Mentoring Works Blog: Endings and Beginnings
- Ross Clennett: Role specialisation - the new frontier for recruitment agencies to win

- Matt Church: Everything is connected
- Gihan Perera: Free Webinar: The Seven Biggest Mistakes Business Owners Make With Their Web Sites
- Gihan Perera: How to Enthral an Audience Like Steve Jobs 

JUST A CONVERSATION™

## Just a conversation™: Building Trust - It's not about hugs

FEB 22, 2010 12:44P.M.

Just a conversation™: Building Trust - It's not about hugs

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JUST A CONVERSATION™

## Building Trust - It's not about hugs

FEB 22, 2010 12:43P.M.

<\$buildingtrust\$>"><\$buildingtrust\$>">David Maister wrote a great book called "The Trusted Advisor" where he attempts to, and successfully in my mind, quantify trust.

According to Maister the key components to trust are having high credibility and high reliability whilst being low on self orientation, in other words, it's not about you it's about them. This makes sense, we trust those, who appear to be credible – having the 'right' qualifications, working at the 'right' company in the 'right' position and those that are reliable in doing what they say they will do whilst being focused on my outcome not theirs.

What is possibly more surprising is the need for high intimacy for people to trust you. (Now before you think it's all about hugging it is professional intimacy). This is about sharing of yourself, self disclosure, showing yourself as a human being as opposed to a job title.

We were talking about this in one of our workshops and during the lunch break one of the participants came up to discuss further. It turned out that trust was something that he had recently scored low on via a 360 feedback session. Typical comments he received were, "we have worked with you for ages but we don't feel we know you." The professional intimacy component of David Maisters' equation had really resonated

with him. He realised his guardedness of his private life was getting in the way of his success.

Certainly one needs to think carefully about what you want to share, drunken parties and an excess of speeding tickets may not be the go. Other information though about yourself and your experience may really help others relate to you and see you in a more comprehensive light.

When you consider the expression "people buy people," it is probably down to the fact that they feel they can trust them, they feel they know them. So make sure when you're developing trusting relationships as well as high credibility and reliability, you are high on your professional intimacy too.

Remember, Success is... Just a conversation!  
www.justaconversation.com

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