

The Other F Word

Recognising Failure
as Part of the
Growth Process

Rod Large

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This book is dedicated to Steve Brown, my friend, mentor and a true business guru. In 1984, I became aware of the awesome power of line management led training. Steve introduced me to a whole new way of learning. From educational events to a ‘training process’.

His original self-development program, ‘We Have Identified the Enemy’ has inspired me ever since and is the reason for this book.

Introducing me to the concept that ‘Failure is part of the growth process’, has enabled me to recognise that my numerous failures have merely been stepping stones on the pathway to success.

Without Steve, and all the other friends and colleagues in the Fortune Group worldwide, this book would not have been possible

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Foreword

In an age when the ‘F’ word has become more and more common, with TV stars like Gordon Ramsay and Billy Connelly using it in every sentence, why do we need to consider another ‘F’ word you might ask?

The ‘F’ word has negative connotations in most people’s minds, whether used as an expletive, a curse, or simply out of frustration and anger – it hardly ever has a definite meaning.

The same goes for this “other ‘F’ word – ‘Failure’”. In fact, in today’s society, it probably has a more negative tag than the original ‘F’ word.

Today’s society is so PC (*Politically correct*) that we are told we must not talk about failure, or about winning and losing. Our children are being taught there is no such thing as a failure. For example, ‘everyone gets Player of the Day’ at school sports games, because each kid needs to be encouraged to be a part of a team event. I’ve heard of teachers not using red ink or crosses because it might upset the kids.

Let's face it, we all fail from time to time. The key question is, do we learn from our failures? Steve Brown, the Chairman and Founder of The Fortune Group, summed it up best for me when he said, "*Failure is part of the growth process*".

Suddenly, all of my past failures (I've had plenty) appeared to make sense – they were all stepping stones to my success.

I failed a football trial at Tottenham Hotspur when I was fourteen; so, my dad asked me on the journey home, "*Which factory are you going to work in, son?*" That comment galvanized me to getting my O-Levels so that I had more options for my career than the furniture factories of my home town, High Wycombe in England.

Since then, I have failed many, many times – in the RAF where I wanted to be a fighter pilot, to business where at the young age of twenty-nine, I became General Manager in the motor industry and thought I knew it all – only to fall flat on my face.

However, each failure has taught me something I now treasure. I would like to share some of these valuable lessons with you now; lessons that can help you better understand yourself and hopefully give you some tips

and techniques that will allow you to avoid the pain I've had to endure.

Way back in the 1970s, the cartoon character Pogo made a profound statement when he said – *'We have identified the enemy...and they is us!'*

We are often our own worst enemy simply because we don't have a plan or a strategy for life. We go from one crisis to another and imagine everyone else is doing the same, and they're not. Some people have organised themselves, so they avoid the failures I'm about to relate to you. They have a plan and consequently when everyone is blaming the recession, or the government, or whatever, these planners just go quietly about their business of being successful.

From the dark days of my childhood in 'Tin Town' Totteridge (a small estate of prefabricated steel houses, just outside High Wycombe) to my lovely home in Murrays Bay, Auckland, New Zealand, life has been full of ups and downs. It is the way we view the downs that determine if we can get up and go again.

In Aden in 1967, hiding behind a Land rover and hearing bullets bounce off the vehicle, I knew why the authorities had given us sand brown uniforms. However, a much-travelled Sergeant turned to me and

said, "Don't worry son, if you can hear them, they've missed you." His confidence and self-belief helped me endure that very painful episode, and then later in Oman, when I came under fire again, I remembered those words.

Now some nearly 50 years on, I realise that 'Rocky Stone', the experienced Sergeant, understood failure; he understood the true nature of life and his words have made me realize that being afraid - being close to death - is just another of life's lessons.

Today, I can recall those incidents without feeling a failure, but for many years I condemned myself, thinking I had to be the brave leader who had no fear. If you can recognize that there should be no fear of failure, no fear of making mistakes, then you too can prosper as I have. It all comes down to perspective. If you believe making a mistake is the enemy, then you will never try; never step out of your comfort zone and challenge yourself.

Failure is a part of our growth processes. By recognising the failures of those who have gone before you, you can achieve all of your goals and all of your dreams.

Red Large

#1

Inability to Understand Self

As we begin our journey of understanding 'The Other F Word - Failure', we must begin by looking at one of the easiest failures to ignore - That is the 'Failure to Understand Self'.

"In the 1600's, Shakespeare wrote - "The fault lies not in our stars, but in ourselves". In the late 1800's, John Ruskin, the English critic and philosopher, made this statement - "There is only one small corner of the universe that each and every one of us can be certain of improving, and that is ourselves". In the late 1980's, Michael Jackson released a song Man in the Mirror and which makes a statement that is still profound today - "If you want to make the world a better place, take a look in the mirror and make a change".

So, where do we start?

Ok, today is the day you get a promotion. Right now, as you're reading these words. Today you are becoming aware that you are, and have always been, the CEO of a small

company by the name of 'Self Incorporated'. You are the CEO, Production Manager, Sales Manager and the cleaner of your own company. As the CEO, you need a business plan to define your future and key ideas, to avoid the roadblocks that can prevent you from achieving your real potential.

It will involve change. Most of us just don't want change – it's just too hard, because something inside each of us says: "If it ain't broke, don't fix it".

Therefore, to fully recognize the 'Failure to Understand Self' we must ask ourselves some key questions during our first board meeting:

- Who am I and where am I right now?
- Where do I want to go?
- How will I get there?
- What other failures of mine will stop me from achieving my goals?

Let's look at those questions:

- Who are you?
- Do you really know who you are?
- Do you really understand what it takes to change you?

People often ask me – "What do you mean, who am I?" To which I respond: Do you understand your real self, do you understand what you do and why you do it, on a daily basis? Are you aware of how that interacts with other people?"

Five key factors that help us to know ourselves better, which, in turn, grants us a more useful answer to the question 'Who am I?'

- Social Style
- Attributes
- Level of Ambition
- Your Learning Style
- Gender Differences

The concept of Social Styles is something that was developed many years ago, by an American psychologist, Dr David Merrill¹. He stated:

Social Style is part of our personality, but it is NOT our whole personality.

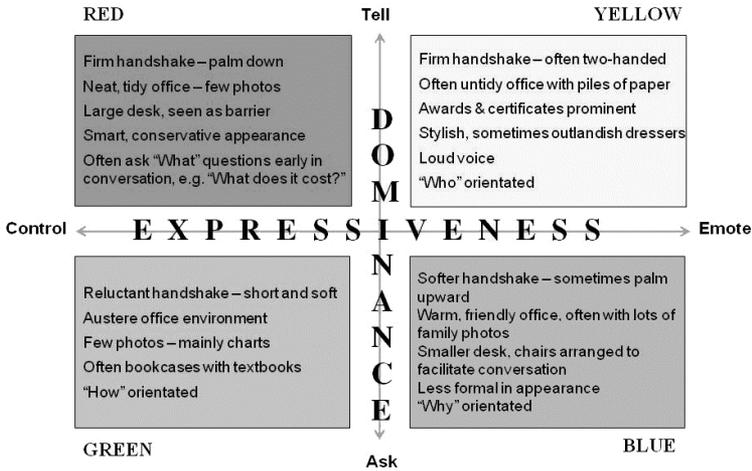
Social Style is about the behaviours we display to other people. We need to understand and recognise these behaviours, so we can identify how these behaviours affect our opportunities and our growth. We cannot know what people think, nor what they feel. The one thing we can observe is behaviour. Social Style is our perception of observable behaviours.

Often Social Style programs are about how to recognise other people's behaviours and adapt to them, so we can

¹ Dr David Merrill and Roger H Reid, *Personal Styles & Effective Performance*, 1981

better sell to, or communicate with them. What we're talking about here is remarkably similar, but we're instead turning the tables on ourselves.

SOCIAL STYLES MATRIX



In the diagram above, you will see two lines running horizontally and vertically, separating each box, or colour, from each other. Those lines represent two dimensions of behavior that we can observe, both in ourselves and in other people.

The vertical line is 'dominance'. We define dominance by the extent to which we attempt to influence the actions and opinions of other people. The people at the top of the line are the more-dominant, 'tell' orientated people, the fast-paced, risk takers. They tend to confront problems head-on and want to get in and make it happen now. At the bottom end of the line are the less-dominant, more - 'ask' orientated people.

They are more risk-averse and tend to lean back in discussions, as opposed to the more dominant who lean forward. They tend to make decisions after slow and studied deliberation.

Every one of us, without exception, fit somewhere on this line. However, it is vital to note that there is no right or wrong place to be on that line, we're all different. The more dominant you are, the more you communicate by telling. That may be a strength but if taken to an extreme, then becomes a weakness. The less dominant you are, the more you communicate by asking. That again, taken to an extreme, also becomes a weakness.

The horizontal line is 'expressiveness'. We define expressiveness by the extent to which we openly reveal our feelings and our moods: the further towards the righthand side of this line, the more expressive the person. More expressive people show their emotions more readily and are very people-focused. They use lots of facial gestures, are very open and show their feelings through their hands, their face and their language. At the other end of the line are the less expressive people who don't show their feelings as much, they tend to be stoical, they are more controlled, more task-focused, almost poker-faced. Again, we all fit somewhere on this line; neither one is good or bad, just different.

When you put the two lines together the way we have in the diagram on page 4 you create a matrix of four different social styles.

- REDs are more dominant and less expressive
- YELLOWs are more dominant and more expressive,
- BLUEs are less dominant and more expressive, and
- GREENs are less dominant and less expressive.

We've used colours because visually, it's easier for the brain to recognise and to understand. As we describe the four colours, ask yourself if this seems like you. The key to this test is to ask your partner, your family or your colleagues which colour they think you might be, which may surprise some of you! It is essential to recognise how and why other people see us. If you can recognise your color and understand that it's not an excuse for your behaviour, then you can ask yourself the following:

Do I recognize my color?

REDs

More Dominant/Less Expressive people who tend to be fast paced and somewhat more 'get things done' types of people.

Reds focus primarily on results. They make decisions quickly, which can often lead others to easily perceive them as aggressive. Reds get bored very quickly and have a deep

desire to control happenings in their environment; Reds invariably ask 'What' questions, such as: 'What's the price?' 'What are we going to do?', or, 'What do you want'? Their strengths are: decisiveness results-oriented thinking. Their weaknesses lie in that they can be overly assertive at times and as a result, they can forget to ask questions effectively. They may miss a detail because the particulars bore them. They like to get things done quickly and can create stress by being perceived as not feeling or thinking of others. This is not true. It's just that being task-focused means the job in hand has priority over other people's interests.

Working with Red Types

REDS often need to learn how to slow down and think before they make their decisions, particularly where others are involved. I once asked a RED manager, "How much praise do you give your employees?" He looked at me very blankly and said: "I pay them, isn't that enough?" One of the biggest challenges for REDs is around delegation; they simply don't believe anyone else can do it as well as they can, or that it is quicker to do it themselves. The consequence of that is, they tend to put too much pressure on themselves and they fail to develop their people. REDs need to read things at least twice. They have a tendency to skip read. When you are working on selling to a RED style of customer, you will notice that if you put a proposal in front of them, the first thing they look at is

the price. They need to emote more, and recognize that small talk is important to others with whom they deal.

RED STYLE – Summary

- Strengths
 - Quick, firm, decisive, results-oriented
- Dislikes
 - Waffle, dithering, being taken advantage of, disorganization
- Help me by
 - Giving options; Be clear and specific; stick to business; Check correctness for me; Save me time
- Questions
 - What (will it cost)? When (will it be done)?

YELLOWs

More Dominant/More Expressive, often seen as the high energy people.

They gravitate to bright colours, coming across to most other's as having an abundance of energy, and so love to be activity orientated'. They are likely to be the first to put their hands up for fun things, and like to be busy. Yellows also tend to be more emotive than the other styles. Unfortunately, this

can be problematic, as they tend to start a task get overly excited and then become bored very quickly. As soon as something else comes along and attracts their attention, they drop the first thing and are straight into the next.

Yellows' strengths are that they are enthusiastic and visionary; they can be very right-brained people who can be innovative very easily and creative. Yellows tend to be good at communicating, explaining things and painting pictures with words. Their weaknesses lie in their tendency to be over-enthusiastic, to over-promise and under-deliver. Yellows can be easily distracted and are, therefore, prone to making mistakes or overlooking the details. As highly emotive types, a tendency to both high and low moods can be a natural part of their behavior, or challenge for those around them.

Working with Yellow types:

If you are a Yellow, you'll need to stay focused and listen more attentively; look deeper than the first impression. Practice communication centered around other people's thoughts and not so much about your own. Like Reds, Yellows have fast thinking patterns and can easily miss details, so they need to consciously write things down to remember dates, times, events and instructions . They need to set clear time frames and goals by which they can measure themselves.

Yellows are future orientated, and often prone to looking forward more often than stopping in the present. For example, a Yellow type salesperson may say: “Boss, its coming tomorrow”; “the money is coming”; “There’s going to be a deal signed tomorrow”; and they’ll continue to say these things until a time-frame is set.

People who identify with other colours in this profile often see Yellows as attention-seeking; or they have poor time-management skills.

The YELLOW style person often has good intuition. They are the people who bring the laughter and the fun to any situation.

YELLOW STYLE - Summary

- Strengths
 - Quick, creative, fun, intuitive
- Dislikes
 - Slow, boring or conventional, detail
- Help me by
 - Keep my focus, support my dreams,
Socialise with me, ask for my opinions
- Questions
 - Who?

GREENs

Less Expressive/Less Dominant. Greens are the data people, they like details and facts.

Greens tend to make decisions based first and foremost on principles and ethics. Greens usually have a long attention span. Where a Yellow will stay focused on a task for a relatively short time before becoming distracted Green's strengths are easily observed through their methodic process-focused their attention to detail. They hate making mistakes, and consequently, they don't take many risks.

Sometimes they are perceived by others as not being team players due to their lack of people orientation. They tend to ask a lot of questions, but don't necessarily want to get involved in discussions; they would rather you present them with a piece of paper containing all the key points and facts, than engage in a long-winded conversation that may get off topic. Greens embody the Tortoise in Aesop's fable – they work best when they have the space to read and evaluate something carefully, and take their time with their planned actions. The consequence of that, is they tend to be perceived procrastinators, not because they're lazy, rather, they want to make sure they have the T's crossed and the I's dotted before taking any action; which, sometimes means that they miss the opportunities of the moment. Greens seek to get the

job done correctly the first time and embody the concept of 'measure twice, cut once'.

Working with Green Types:

While widely regarded as the perfectionists in any team or working situation, sometimes Greens need to loosen up, relax and accept that perfection is not easily attainable. Greens can benefit from learning from Yellows and Reds about life not always being black and white. They also need to practice emotiveness and accept that failure is part of the growth process.

GREEN STYLE – Summary

- Strengths
 - Thorough, correct 1st time, logical, slow to decide and react, love facts and details.
- Dislikes
 - Disorganization, being rushed, forced into decisions, special offers, being manipulated/ threatened
- Help me by
 - Prepare, stick to business, be direct, support principles
- Questions
 - How (does this work)?

BLUES

Less Expressive/ Less Dominant are warm friendly people.

Blues are highly people and relationship orientated. They focus on getting the people they work with comfortable before responding to a task. Blues like routines and uniformity; but are usually very averse to change and confrontation.

Blue types are recognised as solid, reliable, predictable, and easy going. Not likely to rock the boat, request big changes, or want to lead the team, but they will demonstrate loyalty and stability that is needed within a good team environment.

Working with Blue Types:

Blues can work most effectively in a team environment, because they adapt to work roles and environments more easily than Reds and Yellows. They are also less likely to be leaders than the more assertive Red types, and will balance out the highs and lows of the emotive Yellow types well too.

Blues strengths are their people focus, willingness to muck in, dependability and tolerance. Their weakness could be the opposite of that. They are sometimes seen as too indecisive, because they often want to canvas the opinion of

everybody before making a decision, and as a consequence of that they can appear almost allergic to change.

Blues need to be prepared to change more often, to step outside their comfort zone and speak out a little bit more when they are dissatisfied. Blues tend not to complain to the waiter or maître d about a bad meal, but they will complain later to everyone they know. Finally, Blues need to set goals and measure their results more assertively, and not allow themselves to fall into a rut.

BLUE STYLE – Summary

- Strengths
 - People, team work, keeping the peace, traditional, sentimental
- Dislikes
 - Being rushed / manipulated, tasks at the expense of people, change, facts and figures
- Help me by
 - Be personal, be interested in me, use a soft approach
- Questions
 - Why (has this happened)?

It is important to remember that each of us has a major Social Style; that is, we each have a set of observable

behaviors that indicate to others how we are likely to relate to them and how we would prefer to be related to. However, each and every one of us has a proportion of the other styles in our make-up.

You must try to understand the different Social Styles and how they affect you. If you are not willing to change, not willing to look into the mirror and see yourself for who you are and what you are, then the chances are, your communication with other people will purely be in your style and you will not be demonstrating versatility.

Remember this:

There is no best style – just different. Can you pick your own?

We all have a primary style, and we also have a back-up style. A back-up style is where we go when we get under stress and tension, and this can lead to personal conflict. We will explore back up styles a little later in the book.

Any strength taken to an extreme becomes a weakness.

All of this means, we must learn to become more versatile.

Versatility can be defined as “the perceived ability to adapt or modify one’s behavior to meet the needs of others”. It is a skill and can be learned. To be successful in our self-development, we will need to communicate with, influence, and be influenced by others. Versatility enables us to communicate effectively with all Social Styles. This means

that we need to understand and value the strengths and weaknesses of each style so that we can modify our behaviors accordingly.

Versatility requires us to increase or decrease our dominance and/or our expressiveness behaviors to meet the other styles' expectations. We may need to be more 'Tell' dominant than normal – make more statements, or be more 'Ask' than normal – ask more questions. The situation may require us to be more 'Emotive' or more 'Task' focused than usual. If we do not understand and value Social Style differences, we will find versatility difficult to practice.

We don't just have to be what we are, we can modify, we can adapt. This is why we must be able to take on the 'rainbow persona'. That is, to adapt our color to suit the situation accordingly. Failure to understand our Social Style can have devastating effects on our relationship with others.

ATTRIBUTES

The second area in which we Fail to Understand Self relates to our attributes. Take a few moments to review the following attributes list. The purpose is to help you begin to look at your personal development, what are the characteristics that you need to review?

- What is my level of ethics?
- What is my level of communication?
- Am I truly honest, not just with the people I deal with, but with myself?
- Am I professional; do I do it just once and don't make mistakes; do I do the job properly?
- Do I learn from my mistakes?
- Do I understand the differences in people so that I can communicate to them in their Social Style?
- Am I willing to recognize that the only constant in life is change and that I must anticipate, accept and adapt to change?
- What's my level of enthusiasm? Enthusiasm comes from the Greek word 'entheos', which is the spirit within us.
- What's the spirit within me?
- How is it driven?
- How focused am I?

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- How disciplined am I?

Steve Brown, the Chairman of Fortune Group International, believes: “Disciplines are not designed to discipline people. They’re habits”. They are the way we do things.

Ask Yourself:

- Do I know how to use my time?
- What’s my financial proficiency – can I set budgets, do I manage my finances correctly?
- What’s my level of relaxation?
- What’s my community involvement?
- Do I give enough time to my family?
- Have I given enough back?
- Have I given enough of myself to them?
- What do I do to make sure I feel good as a person in this world, who gives something back?

We all must review our personal attributes, so that we can identify where we are today, to give us the starting point. That’s why we have included the list, so that you can rate yourself. When you look at your answers and begin to see yourself more clearly, you can then take the actions you need to take.

Then you will be truly able to say, ‘I know where I am’.

Next, you will be able to ask – ‘Where do I want to go? To set some targets and avoid those other failures more effectively.

LEVEL OF AMBITION

Just to make sure we understand ourselves fully, we need to explore our growth curve. When you started your latest job; your new role in life – how excited were you? That’s when you are at the bottom of the curve – a new opportunity, new job, new role in life and you get excited. What happens when you get excited is you go up the curve a little more, and you become enthusiastic. Then finally when your enthusiasm starts to pay off, you start winning - whether that’s making sales or doing a better job, or becoming more proficient at whatever you are doing – you start to win. If you keep doing that and practice doing those things, you become consistent. At that point, you enter the ‘comfort zone’. A ‘comfort zone’ is a range of conditions or environment in which you start to become comfortable at where you are at, and we’ll talk a lot about comfort zones later in the book.

Unfortunately, consistency has a sister – it’s called ‘complacency’. If we are not careful, if we do not understand our comfort zones, when things start to go wrong, we start asking the questions: “*Why is this happening to me?*” “*Why*

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aren't the customers buying from me anymore?" "Why aren't I achieving what I should be achieving?" "Why is this is not going the way it should be?" We don't look at ourselves, instead - we start making excuses. Almost invariably, we slip down the other side of the curve and we exit, we go out of that business, out of that role, and we lose ourselves. Take a few seconds if you will, be really honest with yourself, look at the diagram, and just circle where you think you are right now.

I encourage you to meet with your leader or manager, your partner or whoever else you work with, ask yourself: "Why do I consider I am at that point on this curve?" And if you are anywhere between the 'consistency' and 'complacency', what new challenge or what new opportunity should you be seeking to help start a new curve and get excited and enthusiastic again?

If we sit in the 'comfort zone', we stagnate.

YOUR LEARNING STYLE

There are two final areas where we often Fail to Understand Self. The first one of those is knowing what your personal learning style is. Behavioral scientists tell us there are three learning styles; visual, auditory, and kinesthetic. Visual people like to SEE things, explore drawings and diagrams, and to watch things. Kinesthetic people prefer to DO things. Auditory people like to LISTEN. We have included

a test to help you understand your learning style. If you are visual in your learning style, then you will appreciate watching videos, and DVDs. Behavioral scientists tell me that approximately 60-70 percent of people – are visual.

LEARNING STYLE QUESTIONNAIRE

Read each sentence carefully and think if it applies to you. On the line write; 1 (never applies) 2 (sometimes applies) 3 (often applies)

Preferred Channel: VISUAL	
I enjoy doodling and even my notes have lots of pictures, arrows, etc, in them.	
I remember something better if I write it down.	
I get lost or am late if someone TELLS me how to get to a new place and I didn't write down the directions	
When trying to remember someone's telephone number or something new like that, it helps me to get a picture in my head	

If I am taking a test, I can “see” the textbook page and where the answer is.	
It helps me to LOOK at the person when listening. It keeps me focused.	
I had speech therapy.	
It’s hard for me to understand what a person is saying when there are people talking or music playing	
It’s hard for me to understand a joke when someone tells me.	
It is better for me to get work done in a quiet place.	
Visual Total	

Preferred Channel: AUDITORY	
My written work doesn’t look neat to me. My papers have crossed-out words and rewrites.	
It helps to use my fingers as a pointer when reading to keep my place.	
Papers with very small print or blotchy dittos or poor copies are tough on me.	
I understand how to do something if someone tells me rather than having to read the same thing myself.	

I remember things that I hear, rather than things I see or read.	
Writing is tiring. I press down on my pen or pencil.	
My eyes get tired fast, even though the Optometrist says my eyes are OK	
When I read, I mix up words that look alike, such as 'them' and 'then' and 'bad' and 'dad'.	
It's hard for me to read other people's handwriting.	
If I had the choice to learn new information via a lecture or a textbook, I would choose to hear it rather than read it.	
Auditory Total	

Preferred Channel: KINESTHETIC	
I don't like to read directions; I'd rather just start doing.	
I learn best when I am shown how to do something and I have the opportunity to do it.	
Studying at a desk is not for me.	

I tend to solve problems through a more trial-and-error approach, rather than from a step-by-step method.	
Before I follow directions, it helps me to see someone else do it first.	
I find myself needing frequent breaks while studying.	
I am not skilled in giving verbal explanations or directions.	
I do not become easily lost, even in strange surroundings.	
I think better when I have the freedom to move around	
When I can't think of a specific word, I'll use my hands a lot and call something a 'whatchamacallit' or a 'thingamajig'.	
Kinesthetic Total	

To understand how to score your totals please go to page 106 at the back of the book.

If you are an auditory style, you will prefer to listen intently, to gain new ideas and material. Kinesthetic people prefer to do things, exercises and drills that they can use to help them understand the process.

In closing this first chapter, let me reassure you that the purpose of this book is to develop your ability to manage yourself. Consequently, you need to realize that most of what we are talking about concerns the brain. Our brains need our bodies to keep functioning well, to keep producing the energy that the brain needs, because scientists tell us that the brain is the one part of the body that uses more energy than any other single organ. Therefore, if the body is not kept fit and doesn't have the right sustenance, then the brain doesn't work effectively. So, you need to look after your brain and your body – keep fit, relax and socialize.

This chapter will have started you thinking about who you are and where you are today. The remaining chapters will help you understand those other failures, or as Steve Brown calls them, the 'Enemies of Self'. We will explain what they are and how they can stop you achieving your full potential.

Summary Notes for this chapter:

Failure to Understand Self - Symptoms of this are:

- Does not understand or value their own personal attributes
- Are unaware of personal ambition status
- Does not understand why others react the way they do

How well do you understand yourself today?

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Directions for Scoring Learning Styles

Total the points for each of the three categories.

Your preference is indicated by the highest of the three scores. You may demonstrate a combination of two or even three of the categories. Due to the informal nature of this instrument, there is no fixed scoring system.

Simply use this as an 'informal indicator' of your learning style preference.

#2 **Unwillingness to Accept Personal Accountability**

According to behavioural scientists there are two types of people: “*Externalists*” and “*Internalists*”.

An “*Externalist*” views life as being something that happens to them. Things occur due to external factors. I.e. “I’m getting more in-shape at the gym because they have good equipment, and I have a great Personal Trainer.” Whereas an “*Internalist*” is someone who adopts the mantra of, “Life is something I have to make happen for me.” I.e. “I’m getting more in-shape at the gym because I am highly dedicated to making the most out of what I have.”

While both are perfectly healthy attitudes to have, and in both instances the “*Externalist*” and the “*Internalist*” are working towards self-betterment; there should always be a level of personal accountability that the “*Internalist*” so naturally demonstrates.

Once we can accept that premise, that we should be responsible for ourselves, our actions and our words; we can

begin to understand that any level of failure we attain is entirely due to us, and our actions or inactions. However, when we fail to accept personal accountability, we invariably fail to take necessary actions. In other words, we procrastinate.

Procrastination – that negative habit or pattern of putting off until tomorrow those things that can be best done today. Procrastination steals our future and threatens our destiny.

Often though, we procrastinate because we have been trained to do so.

How many times in your life have you heard this admonishment? “Don’t rush in!” It’s a crazy sentiment for professionals to consistently adhere to. To function effectively in any field or endeavour, we must have the ability to make instantaneous decisions.

So, when we think in terms of eliminating procrastination we naturally yield to the line of least resistance. When success was first being studied in the 1930’s, it was determined that the difference between a successful person and a non-successful person is quite simply that the former has developed habits that the latter just won’t do. It is also continued to be noted that successful people are motivated by a strong desire for pleasing results, while the unsuccessful persons are motivated by a strong desire for pleasing activity. The unsuccessful person therefore has a tendency to

yield to the line of least resistance; to choose to spend their time doing things that seem to be pleasant in the moment, rather than focusing their time doing things which have a greater show of results. For example, in the profession of selling, successful sales people habitually follow-up, whereas unsuccessful people don't. Ask yourself these questions: When did I last procrastinate and why? How did it feel, and how can I catch those behaviours earlier next time?

Time Management

Time cannot be managed. Time is a dimension, it's like space, it can only be utilized. A lot of people don't like to hear that we cannot manage time, because they immediately think there just aren't enough hours in a day. Yet, we've all got twenty-four hours, 1440 minutes in every day. I'll admit that sometimes we look around us and it looks like some people are getting thirty-six hours, while we are getting eighteen, and that causes us to feel the need to manage time. What we really need to do is to manage ourselves, and that in turn will eliminate our tendency to procrastinate.

I'd like to share an idea designed to enable us to do that. I have taken this idea and broken it down into seven distinct steps:

1. Select the time of day that is best for you. The idea is to adjust your personal schedules to work for you, if

you're most alert and intuitive, and find creativity comes to you most easily in the early morning, then start your day earlier. If you're a better thinker during the evenings, then likewise, work later.

2. Review your personal goals. Sit down, take a moment or two, and reflect upon your personal goals or objectives, the things you want to do with your life, write them down so you know clearly what you want to achieve that day.
3. Make a list of every activity (After reviewing your goals, and you'll need a pad for this), Look at the time period for which you are planning to manage yourself. Take note of things that you *just might* do. Most of us have never established a method for auditing our time. We don't lose our time in massive chunks, we lose our time in small amounts – a few minutes here and there; similarly how we lose our money – a few dollars here and there. When we begin to list all of our activities, even the things we just might do, we start to list the things we have been doing unconsciously and we have been totally unaware of. This helps us establish a basis for auditing our time.
4. Review your personal goals once again. Make sure your goals are crystal clear within your mind. Ask

yourself what must you achieve today. Write this down so your goal is set.

5. Remove from that list the things that do not relate to today's goal. Having now reviewed your goals, go back to the Activity list you created at step 3 and remove the things you will not do today.
6. Number items on your list according to their importance to YOU. The secret to this is to be completely honest with yourself. If you look over that list and you see something that you feel is the single most important thing to you that day, then make it number one, no matter what.

Take action in that order. Once you have numbered things in accordance with their importance, insofar as logic will permit. Let's say, for example, you are in the field of sales and you have a very important sales presentation at three o'clock in the afternoon, and on a given day that happens to be the most important thing in your life, it would be illogical to wait until after that presentation to do anything else. So, we let logic guide us. Use your initiative to decide how you can spend your time leading up to the three o'clock meeting.

I often make this recommendation to people, and they say, "Rod, that sounds good, but I can't do that, I just can't be that structured, I've got to have flexibility!" Certainly, we've

all got to have flexibility. I seriously doubt that there is any individual who can sit down and take a day, just a twenty-four-hour period, and look forward in that day and be aware of everything that is going to come up. There will always be surprises, but you can use this technique and still deal with the unexpected. If something comes up that you did not plan for, or foresee, all you have to do is simply ask yourself, "How important is this to me?"

If it is very important, you do it straight away, not so important, you relegate it to its proper time, and if it's unimportant, then simply do not do it!

If you follow these steps, you will have a happier, more productive life than you've ever had before. I didn't say you'd have more fun – but you'll be happier. There's a difference between fun and happiness. Various success studies have determined that "the desire for pleasing results motivated successful people", so they engaged in the activities necessary for success; while unsuccessful people were motivated only by a desire for pleasing activity." If we try and fill our lives with nothing but fun, all we seek are pleasing activities. To fill our lives with real happiness, we should direct our lives toward achieving pleasing results. We will then engage in the activities that are necessary for success.

Some of those activities will be challenging for us, some are going to make us grow, and consequently give us a few

growing pains, eventually though, our lives will become more meaningful.

You may have heard the saying: “Time is money”. I wholeheartedly disagree. Time is not even analogous to money. We can all save money and put it aside for when we need it in the future. We can invest our money, and if we do it wisely and if we do it prudently, we can earn more money! We can’t do that with time. Every one of us can determine how much money we have. It takes just a few minutes to look at the statement or check the computer to see the balance in our account.

None of us can do that about time. There’s only one moment of time we can be certain of: the moment we are experiencing right now. You see, time is not money. Time is life itself – it’s the most precious commodity we possess. We ought to be investing our lives in the areas that are most meaningful to us. And once we begin to do that, that’s when we get true happiness. Recognise that procrastination steals our happiness.

Summary Notes for this chapter:

Unwillingness to Accept Personal Accountability Personal Symptoms of this are:

- Says that: “My situation is different”

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- Blames others or circumstances for failing to meet goals or targets
- Does not admit or learn from mistakes
- Considers success or failure is determined by others
- Considers own situation to be beyond own control

How willing are you to accept personal responsibility?

#3 Being Devoted to the Trappings of Success

I often ask participants at my ‘Self Development’ workshops: “Are some people more interested in the trappings of success than actually achieving success itself?”

I ask that question because it enables us to recognize the third failure, being devoted to the trappings of success – that is, being more concerned about looking good than actually being good. This kind of mindset has to do with our comfort zones, the range of environment or activity in which we are completely comfortable.

Let me try to illustrate what I mean by outlining a hypothetical person’s first day on the job beginning in a brand-new role as a salesperson – let’s call them Sam.

Up for breakfast, spend time with the family, before driving to the office. That’s the easy part of Sam’s day. To ensure he doesn’t lose any productive time in his day, he listens to a (Rod Large) Sales CD on the way to the office. Sam arrives at the office looking good, he’s fulfilled his

responsibilities as a dad and husband, and made every moment count. He even worked on his mind while driving to the office. He gets to his first sales meeting – finishes it on a high, picks up some samples for the prospect at the office and is about to go out and make that first call. He starts down in the lift and one of the other sales people hops in and half way down says: “Hey, how about a cup of coffee before you go?” Sam says: “Sounds good!”, And they end up having that cup of coffee rather than his making that call. Why? Making that call is a new activity for Sam and was outside his comfort zone.

Each and every one of us, has an internal ‘psychological comfort zone’ and for the most part, we try to remain within that zone. The easiest way to perhaps think about the comfort zone we possess psychologically, is to liken it to an air conditioning system.

Engineers design the air conditioning system in most offices with the goal of keeping the temperature at around 20degrees. Without a comfort zone, here’s what would happen:

Every time the temperature in the room would drop below 20 degrees, the heating system would come on and heat the room to 20 degrees. Every time the temperature went above 20 degrees, the cooling system would come on and cool the room to 20 degrees. One of these two systems –

heating or cooling, would always be operating. The system would quickly wear out because it would be constantly in use, so to avoid destroying the system, the engineers built into the system a 'comfort zone'.

Normally it's a range of about 4 degrees, and here's how it works. If the temperature falls below 18 degrees – the heating will come on and heat the room to 20 degrees. If the temperature rises above 22 degrees, the cooling will come on and cool the room back to 20 degrees. As long as the temperature remains within the space – this 4degree area – nothing functions, nothing happens – it is a dead space.

The comfort zone that you and I possess, both intellectually and psychologically, is different from the air conditioning system in the office in many respects, not the least of which is that the air conditioning system functions on electronic feedback. We function on tension feedback. Here's what happens: any time we find ourselves on the brink of participating in a new activity or getting into a strange environment, we feel tension. That's the reason the sales person going down in the elevator, elected to have the coffee, because of the tension he felt about making that first sales call. It's human nature either to return to that 'comfort zone' or recreate it whenever we feel we are being taken out of our comfort zone and start to feel that tension.

There have been many young men and women who have become engaged in a business, and said – “If I’m to accomplish what I wish to accomplish and reach the goals and objectives I have in life, then I must do things differently! I’ve got the willpower and the strength to force myself outside of that comfort zone.” They do it, they’re successful, and have a coronary at age forty-two!

The secret is having the ability expand the comfort zone in small steps. We never eliminate the tension, but at least we reduce the stress, we put ourselves in the position to be able to engage in new activities with an acceptable amount of tension.

Therefore, to grow, we need to modify our behavior and our thinking process.

Essentially the same thing is required to get a person, (if we use ‘earning power’ as an example), who is earning \$20,000 a year, to earn \$100,000 in the same year. Likewise, it’s the reverse of this that will cause someone who is earning \$100,000 to earn \$20,000 within a 12-month period. All you have to do is provide a catalyst to modify their behavior.

If we can take the person who today, in this economy, is only earning at the rate of \$20,000 a year, and somehow modify their behavior so that the person would begin to walk, talk, think, act and do like a person who earns \$100,000 - after a while they will earn \$100,000. Their income will

match their behavior patterns. By the same token, if we can take a person who is earning \$100,000 a year, and provide a catalyst whereby we modify their behavior, so that they begin to walk, talk, think, and act like a person who earns only \$20,000 - eventually the income will come down to match their behavioral patterns.

There are two questions that determine whether you can modify your behavior successfully, engage in new activities, and broaden your comfort zone, so that you can do new things with acceptable amounts of tension.

1.What are my chances of success?

If someone makes a recommendation to us, or for that matter - we think up an idea and we think in terms of applying that idea, the very first question that comes into our minds is - "Well, if I try that, if I engage in that activity, what are my chances of reaching my objective?" Now, if the answer to that question is nil or, "I'll try, but I'm going to fail." - we won't try!

Intelligent people will expend effort only when they can expect positive results. They don't have to believe that they will be successful at every instance, but they do have to believe that the end result justifies the effort spent. Intelligent people do not engage in acts of futility or

impossibility - intelligent people don't just keep beating their head against a brick wall.

The great inventor, Thomas Edison, is known to have said "Inventing is 1 percent inspiration and 99 percent perspiration". We know that he engaged in numerous scientific experiments in his search to create an incandescent light bulb. We also know that towards the end of that long road he said that he was sure that he would eventually succeed and find the right combination of materials, if for no other reason than he was running out of things that wouldn't work.

Obviously, he didn't engage in the exact same experiment twice, why would he? If you try something and it doesn't work, why would you try it again without changing at least one of the parameters that you are working - unsuccessfully - with? I'm not suggesting that we should quit after attempting something once and achieving failure. What I'm saying is, if we can perform something perfectly and this effort doesn't produce the results we want, then we should try something else instead. We need to be persistent with our actions to get to the stage where we can consistently perform perfectly, while also retaining enough flexibility to keep trying things until we find what works for us.

All top sports people keep a journal of their training activities which includes all their performances both in

training and competition. A swimmer, for example, will record the time it takes to swim each quality repetition at each training session during a full season, as well as all performances for their selected races during competitions. With this information they'll know what type of training works best for them and what doesn't - they'll be able to work out what times they need to do in training the following year in order to produce their ideal competition times. Without this record how would they be able to design next year's training program?

Do you keep a journal of all your actions and results so that you can ascertain what works for you and what doesn't?

2. Where is the value to me?

Ask yourself, "If I engage in this activity, where is the value to me?" We instinctively measure 'pros & cons', so when a new opportunity arises, we ask ourselves if there's greater value (reward) in engaging, or ignoring the activity. I'm not talking about trying something once; I'm talking about consistency, doing it often enough for it to become a habit. Now, when I say we ask ourselves: 'Where is the value to me?', I'm not talking about the financial value.

We do not work for money. Understandably, if we're unpaid for a job we give our time to and efforts to, we most likely won't do the work. However, money is not the reason

we work. Understand that money is used in a business for only one reason – it is the only totally negotiable form of reward. We receive money in business and we use that to negotiate for other types of reward. So, when I say: ‘Where is the value for me?’, here’s what I mean.

What you work for, what I work for, what everyone works for is for self-esteem. We will not engage in any activity consistently enough, for us to be able to develop that activity into a habit, unless we can personally derive self-esteem from it. The reason most of us have issue with getting outside our comfort zones, or facing entirely new circumstances in either a personal, or professional environment; it’s because we have not learned to derive self-esteem from failure.

Until we can derive self-esteem from failure, we cannot succeed.

I say that for a reason. Failure is inherent in any growing process. Any time we act on a new idea, the first few times we are unlikely to perform astoundingly well. We might look silly, fall over, make an idiot of ourselves, which is exactly why, it is so difficult for us to get self-esteem from that ‘failed’ activity. What you’ve been paid in, and what I’ve been paid in, for the entirety of our lives, is exactly the same thing; the currency of our society, the coin of our realm is beauty and performance. We’ve all been taught, to varying degrees that our value to the world around us - and therefore ourselves -

is based on how well we appear to perform. When we're based on our performance, and not the effort that goes into it, we immediately get filled with a sense of unrealistic failure.

I've been in the sales-training business now for over thirty years. I work with salespeople around the world, and managers will so often say to me: "Rod, I don't understand it. We've provided our salespeople with these tools, we've given them the brochures, the promotional literature, everything they need to sell effectively, and they won't use it – why?" I've often had to tell the manager that they are simply asking their salespeople to pay too great a price. We are asking them to put their emotional and psychological fears on the line for a sale and they will not do it.

Let's be perfectly honest about it – there are plenty of salespeople who aren't making it! They may be at the point of losing their jobs; they are not supporting their families the way they should, and those sales people would never make a cold call, not because they have a better way to work. (And I'm not talking about the person who has a more productive approach). These are the salespeople who are failing miserably for only one reason; the mere thought in their mind that someone might treat them rudely or slam a door in their face, to them, is like life or death. The thought of someone hanging up on them, terrifies them. There are also

salespeople who won't ask for the order and who would never ask a friend or prospect for a referral is equally terrifying.

The sad fact of the matter is this – for a lot of them, it is life or death!

We have been taught to let other people determine our value; based on how good we look, how well we perform. And once that has happened, once we surrender to other people the right to determine our value as human beings; whenever they reject or disapprove of us at that moment, we emotionally, psychologically die.

No sane person exists in the world who can honestly say that they legitimately don't care for anyone else's opinion about anything and everything! There's not one of us who is immune to falling back on our morals in the face of enormous social pressure. What we need to understand, is that failure is an important part of the growth process. We need to understand that anything worth doing, is worth doing miserably; anything worth trying is worth trying in such a way that it doesn't matter if we look like an ass the first few times we try it. If we can understand these simple conceptual truths, we get to change our relationship with failure. Failure is an opportunity to improve, to succeed.

One of the best examples of this positive approach to failure is Michael Jordan – probably the greatest basketball

player of all time. In a Nike advert recorded a few years ago Jordan said: "I've missed more than nine-thousand shots in my career. I've lost over three hundred games. Twenty-six times I've been trusted to take the game winning shot and missed. I've failed over and over again in my life. And that is why I succeed".

Every one of us has a responsibility to recognize that there's only one person who has the right to value us as a human beings – ourselves. . We really are the only person who should have that right, and once we recognize that, we find ourselves in a position of freedom from slavery. That is, "If I don't make you feel happy, if you don't like the way I look, if you're not pleased with me, it does not influence my value as a human being." I know what I am doing is right, I know it's right for me and where I should be.

I recommend that the next time you think of an idea or the next time your manager, employer or mentor makes a suggestion to you, and you think about trying it, and you find yourself backing up – just stop and ask yourself this question: 'Who is determining my value as a human being?' And recognize that if it is anyone other than you, you have chosen a life of slavery. I think most of us, given a choice, would choose a life of freedom.

Any time we allow another person to determine our value as a human being; we have fallen into the trap of being

devoted to the trappings of success. Genuine success does not come from working harder at looking good, it comes from being good.

Summary Notes for this chapter:

Being devoted to the trappings of success Personal Symptoms of this are:

- Wanting rewards before they are earned
- Unrealistic views of own capabilities
- Engagement in futile actions
- Over commitment on debt etc.
- Allows others to determine values
- Does not recognize or understand own comfort zone
- Unaware of own reactions when pushed outside own comfort zone
- Believes you can accomplish anything by sheer willpower and determination

How much are you caught up in the race to only look successful?

#4 Complacency and Self-Doubt

Complacency is a normal, natural, healthy human emotion, and any of us who is emotionally healthy will be complacent from time to time. The reason for this is we don't steadily grow in an ever-upward trend. There are periods of upward growth, plateaus, more upward growth and more plateaus and so on. No-one ever gives 100 % of their effort all the time. If we do, eventually we will burn out, as our mental and physical selves can't handle it.

So, if we could go back in time and run a graph on our personal growth or the growth of our talent, skills and income, we all would start at Point A, and set ourselves an objective or goal at Point B. With that objective or goal in our mind, focusing on that target, we begin to grow. Moreover, we grow until we reach Point B. When we reach that goal, we flood with a feeling of success and accomplishment. Effectively, we are at the top of our ambition curve so we lie back and rest on our laurels and enjoy our successes

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- that's good. Why work, unless we can do so? Why put forth our efforts unless we can have a feeling of accomplishment? It's part of our fundamental human nature to want periods during which we can take a rest from our labours and relax. When that happens to us, when we reach that objective, rather than growing, we plateau for a while.

There is a Law of Life that dictates:

*NOTHING IS EVER STATIC – WE
EITHER PROGRESS OR WE REGRESS.*

We either improve, or we lose our talents, skills and abilities. We either use it or we lose it. So, since we're not using it, we tend to lose it, and there's a dip. Most of us feel that dip when it's too late, our income has fallen off or we've engaged in a project that was unsuccessful. We have missed a sale or two, so it feels just like someone throwing scalding hot water on us. We wake up and realise that we have let up; we are not asserting ourselves or correctly using our talents and abilities. We then set ourselves yet another objective, and we grow until we reach that objective; we repeat the process, and we dip and grow.

That's the growth pattern for all of us. John Shackleton, the former British Olympic Triathlon Swim Coach, summarized it like this:

“The ‘growth-plateau-growth-plateau’ pattern happens in sport as well. A mature athlete often goes for long periods without recording any improvement in their personal best times - they plateau and if they are not careful, this situation can cause them motivation problems. I’ve known situations where an international standard athlete hasn’t improved any of their best times for more than three years despite training as hard as they have ever trained. It’s easy to see how they can lose motivation and become discouraged. They’ll question their coach or their technique or their training schedules and ask questions like: Why am I doing all this hard work when I’m not getting any faster?”

As coaches we have to help them see that constant improvement just isn’t possible and very often the plateaus are there for a very good reason, the body or the mind is growing in ways we just can’t see or don’t fully understand. Sometimes we have to point out that the alternative – quitting, won’t produce better results either. Doing no training at all doesn’t keep you at the same level of fitness, does it? As with nature we either grow or decay – sometimes during our plateau periods we just can’t appreciate the growth we are making”.

Unfortunately, we don’t always recognise when we’re swerving vs driving straight or hard at our goals.

We don’t always reach an objective or goal; then plateau and experience a drastically sudden change. If we did, we

would act. Instead, we drop down unconsciously, completely unaware. We think to ourselves: 'I've lost my talent, or my skills are not up to this anymore, maybe I'm just too old or too young'. When we're not functioning at our best, we don't always see it ourselves, and if we don't react by setting ourselves new objectives, we defeat ourselves.

We all want to be comfortable – that's the reason we set objectives. We say: '*When I reach this point, I will be comfortable*', and often we are. Unfortunately, we neglect to recognise we should also seek discomfort just as actively. Because therein lies the fact that **action is invariably preceded by dissatisfaction.**

People take action only when they are dissatisfied with their present circumstances. You merely have to consider wars and past revolutions; when the people were dissatisfied, they finally reached a breaking point and took action to bring about change. Each of us should sit down periodically and evaluate our lives; what it is we have accomplished, where we are, and determine 'Am I truly comfortable with this – is this making my life a meaningful experience for me?' We should look for things in our environment to create dissatisfaction so that we can eliminate 'complacency'.

Another major cause of failure that we must contend with on a daily basis is 'self-doubt'. A lack of self-confidence, self-

doubt – the inability to recognise the power we have; the failure to acknowledge the strength that we have; the failure to truly appreciate ourselves and what it is we have the capability of accomplishing.

So often we are our own worst enemies. We usually don't realise what we have in our favour. There is a reason that we tend to doubt ourselves, and that is, from a psychological standpoint we are often in an adult world thinking like children.

Behavioural scientists tell us we make as many as 95% of our decisions, based upon information or input that went into the success machine – the personal computer that is our mind, between the ages of four and eight. So often, as children, we received input that was entirely appropriate for us and that type of data was necessary if we were to survive as children in an adult environment. In many respects, we were helpless and unable to take care of ourselves. Now that we have reached adulthood, living in 'adult society', we find out that we never reprogrammed ourselves. In fact, how many salespeople do you know who do not like to make cold calls? The reason is in the statement our parents gave us – they said: 'Never talk to strangers'. That was childhood conditioning.

A lot of us unfortunately have allowed ourselves to be conditioned by misinformation and trained to perform in an

adult world much like you might train an animal, much like you may train elephants.

There is an international speaker named Bob Harrington, who tells a story about an experience that he once had with his family in Serisota, Florida. They decided to tour the Barnham Bailey circus headquarters and as they were walking past the elephant tent, Bob noticed how the elephants were restrained – by a thin, narrow cord, almost like a string - around their right rear leg, tied to a wooden stake in the ground. Bob said he looked further and noticed that the elephants only moved three legs. They never moved that right rear leg. Here were these huge, beasts being restrained by a tiny thread, and he was fascinated by it, so he asked the circus people about it. He was told that when an elephant is a baby, before it develops its strength as an adult, they take a heavy metal collar with heavy metal teeth, and put this heavy collar around its right rear leg, with a steel chain and steel stake, they chain them into the ground. Every time the young elephant moves its right rear leg, the teeth on that collar tears into the flesh – until it becomes so painful that the baby elephant stops moving its right rear leg. Once that happens, they remove the metal collar, put the small thread of cord with a wooden stake and they can restrain the elephant that way for the rest of its life. Think about it – these

magnificent, huge, mighty beasts held in check by a tiny cord, because of childhood conditioning.

How many of us now as adults with our full power are held in check because of some sort of childhood limitation?

Some years ago there was a tragic fire at the circus headquarters in Serisota. The elephant tent was consumed in the blaze, and the fire raged through that tent and more than half of these huge, mighty beasts died. That is, they gave up their life because of a childhood imposed limitation. He was told that later, a few elephants who had escaped under the pressure of the fire and managed to move that leg snapping the cord that was binding them survived the fire only to end up having to be destroyed. And the reasons being - they could not get zoos to accommodate them as they simply did not need them, and to have a circus moving around the country, you must be able to restrain the elephants. So! Once the elephants had broken that cord, once they had tasted freedom, they could never be restrained in that manner again.

Here's what that means to you and me:

Without exception, everyone suffers from childhood-imposed limitations. But once we can break free from the ties that bind us, we can never be bound in the same way again. Sometimes when we talk to people about self-doubt and we

talk about removing childhood-imposed limitations, people say: “Rod, are you telling me I should be a positive thinker?”

‘No. I am not an advocate of ‘positive thinking’.

People who know me well, understand that what I believe in is logical thinking. That doesn’t mean I have any problem with the works of Napoleon Hill or W. Clement Stone, Tom Peters or Anthony Robbins.

It’s not what these great people say that I have a problem with, it’s the way their words frequently get used out of context. I struggle to respect the ‘motivational gurus’ who say to people with challenges, stop having so many negative thoughts; life is just always a bowl of cherries! Is your glass half full or half empty?

I believe the ‘motivational industry’ has sprouted far too many people who give platitudes to those who desperately need reality.

Recognise there is a time in any thinking person’s life when we are going to become depressed and fearful or experience times of mixed emotions. Let me assure you that if your sixteen-year-old daughter comes home at three o’clock in the morning carrying a Gideon bible, you are going to have mixed emotions and wonder where on earth that girl has been!

We cannot ignore the negatives in our environment. So please don’t misunderstand my meaning. I’m talking about a

logical approach – not so-called ‘positive thinking’. I do take issue with motivators who misquote people like Napoleon Hill, best-selling author of *Think and Grow Rich*² For example, someone who will stand up in front of people who desperately need help and say things like: ‘What the mind of man can conceive and believe – it can achieve’.

Precisely what Dr Napoleon Hill didn’t say was: “*What the mind of man can conceive and believe – he can achieve.*” That’s only half of it. Dr Hill actually said: “*What the mind of man can conceive and believe it can achieve – provided we can have applied faith in that idea*”. That one extra line makes all the difference in the world between belief and faith.

I think I can get you to see what I mean by that difference if you use your imagination.

Let’s assume that while you’ve been reading this book, the company you work for has decided to put on a treat for the employees. Out in the company car park the Walendas (the greatest performing tightrope family in the world), have arrived and put up their equipment with the big poles and tightrope and they have invited you and your colleagues to see their show. Here’s what is going to happen: Hans Walenda, who now heads the family, is the bicycle artist, he’s going to put on that great act he does where he rides the

² *Think and Grow Rich*, Napoleon Hill, 1937

bicycle across the tightrope. You may have read about it in the newspaper, or seen it on TV – when he uses the bike with the big long pole.

If that was the case and the Walendas were here, the tightrope was strung outside in the car park, and Hans Walenda, the most celebrated tightrope artist in the world, was out there prepared to ride his bicycle across that tightrope, do you believe the man could do it? Your answer is probably 'yes'. Now, would you ride on his handlebar while he did it? That's the difference between faith and belief. Here's what I am saying: we can think up many things, conceive many ideas, and believe in them, but we can't achieve them unless we are prepared to ride on the handlebars. That is unless we can take some action. Faith is the foundation for being able to fulfil our ideas through action.

When we think of eliminating self-doubt, when we think about acquiring applied faith, it is not a conscious decision. We don't face a real challenge in life in which we are fearful and doubtful and say: *'I am going to, by sheer willpower, eliminate my fears'*. When we think about faith, we are speaking of an attitude. We do not make a conscious decision to have applied faith. That type of faith comes from knowledge. The way we eliminate self-doubt is through knowledge. The way we eliminate the childhood-imposed

limitations is by knowledge. Each of us has a responsibility if we are going to manage ourselves, to accept the fact that we need to grow from the standpoint of the knowledge we possess. We should have the knowledge that deals with our business, with our industry, no matter what we do in that industry. If you are a television cameraman, you need to become more knowledgeable from that standpoint. If you are a producer in a control room, you'll need to acquire more knowledge about the media. If you are an accountant, you'll need to stay up to date with tax laws, changes in the tax laws and apply more knowledge. If you are a salesperson, you must know about your product, your business, your customers and your industry.

If you are a salesperson, do you use the title 'salesperson' on your business card? Unlikely! Why is that? It's because people have an aversion based on public perception. In many surveys around the world, people admit that they view salespeople as dishonest sharks and charlatans. Why? Not because they are conscious criminals, but by a perceived lack of integrity. Unfortunately, many of them lack knowledge and tend to gloss over facts unconsciously lying to get the sale, without knowing the true facts.

Knowledge about products and services allows us to speak the truth and sell with integrity.

Our first source of knowledge that helps us eliminate self-doubt is ‘product knowledge’ – knowing our business and industry. The next source of knowledge is ‘people knowledge’ – knowing the people we are dealing with individually – their hopes, their dreams, their aspirations, their particular situations. Of course, the third thing we must be knowledgeable about if we are to eliminate self-doubt and self-imposed limitations – we’ve got to know about ‘ourselves’ and what makes us tick, what turns us on and what holds us back.

The fourth piece of knowledge in helping us deal with self-doubt is knowing the six strategies for building our self-confidence, our self-esteem. Because if we are confident, we will not doubt ourselves.

- **Behave as if you are confident.** Ask yourself – *“How would a confident person I know behave in this situation?”* Then, by using similar positive thoughts, words, actions etc, you will begin to feel more confident.
- **Be more flexible.** Often, people who lack self-confidence, feel the need to follow a careful, well-planned route, to be safe. Take courage that if you don’t follow your plan exactly, you’ll find most of the pitfalls were imaginary.

- **Learn from your mistakes** rather than dwelling on them. The only true mistake is not trying. Ask yourself – *“If I had to do that again... what would I do differently, and why?”*
- **Look forward, not backward.** Don’t keep your focus on past mistakes. Instead, think how you will succeed, give yourself a pep-talk for the future.
- **Reward yourself for your successes.** We often punish ourselves for failures. Stop doing that! Once you’ve decided what to do differently, move on. Give yourself a break.
- **Practice self-confidence.** If you want to do anything well, you will need to practice. Build your self-confidence using the previous strategies and keep doing it until it becomes habitual. Then you will become self-confident.

By exploring the major causes of failure, it enables us to recognize more about ourselves; to know what we are contending with, so that we can recognize and eliminate self-doubt and self-imposed limitations.

Summary Notes for this chapter:

Complacency & Self Doubt Personal Symptoms of this are:

- Fails to continually gain knowledge and skills

Rod Large

- Does not accept challenges or try new things
- Expects constant growth
- Lacks understanding of the importance of rest periods
- Punishes self for own failures
- Dwells on mistakes
- Does not act with confidence
- Lacks flexibility
- Accepts current situation even though unhappy with it
- Not aware of gradual changes

Are you laden with self-doubt or suffering from complacency?

#5 Not Setting Goals

American author Elbert Hubbard⁵, once commented that success is in the blood – that some people stroll boldly forth and take the very best that life has to offer as if it was their birthright. Now it is self-evident that there is a difference among people. We can look right within our companies, the offices in which we work, within our households and families, and we see that some people seem to almost mystically have a Midas touch – no matter what they try, they seem to succeed practically without even trying. Other people work hard, put forward their best efforts, on the surface at least they look as if they have success right within their grasp, and then it seems to fall apart on them like a house of cards.

So, is success in the blood? I don't think so. I believe that success is in the mind. If some people seem naturally to succeed while others fail, it is because the successful person has accepted responsibility for managing themselves and controlling their actions and thinking. Of all of the earth's creatures, we are the only one that possesses that magical

ability of creative imagination. It is scientifically accepted that all of us can only sustain one individual thought in our brains at a time. Some of us think faster than others. It is, therefore, our greatest responsibility to control our thinking.

When we say that ‘success is in the mind’ – what we mean is that some people have determined that they will become ‘internalists’; that they will accept personal accountability for their success or failure, and that they have made a conscious decision to control the internal causes of failure.

Therefore, I believe that failure number five that we must contend with every day is nothing more than a Loss of Purpose. So often we lose our Purpose and spend more time thinking about our problems than we do our objectives. We spend more time concentrating on the roadblocks to our success than we do on success itself. Since the purpose of this book is to enable us to become more successful, perhaps it would be appropriate for us to take a moment or two and take this term that we think so much about and have talked so much about – ‘success’, and define it, to make sure we have a standard definition for that term.

What is Success?

I often ask this in workshops, and the answers are usually things like ‘*Getting what you want*’ or ‘*Achieving your goal*’, or ‘*Being fulfilled*’, and sometimes ‘*Being the best you can be*’. I even

get the classic – ‘*Success is in the eyes of the beholder*’. I believe that. Yes, success is in the eyes of the beholder, because what will cause one person to feel successful may be quite the opposite for someone else.

I think perhaps the best general definition of success that would apply to each individual, was given by a man named Earl Nightingale⁶. He said that: ‘Success is the progressive realisation of a predetermined goal or ideal’. The reason that particular definition seems to be so workable for the vast majority of people is the semantics - the words that make up the definition itself and there are a couple of them I’d like to call to your attention. First is the word ‘progressive’. Any time we speak of success, the word progress must be inherent in that discussion, because you see, success is not some point in life, success is not some apex, it’s not something we work towards for all of our lives, wake up one day, and find ourselves to be successful. Success, is a moment to moment, day-to-day, week-to-week, internal feeling of accomplishment; just a feeling of being free of fear; of being worthwhile; of self-actualising. Dr Maxwell Maltz³ in his book ‘*The New Psycho Cybernetics*’ said that no-one is ever really successful. That is, no-one ever reaches the apex of success. Merely what we do is practice the art of feeling successful.

³ Psycho Cybernetics, Dr Maxwell Maltz, 1960

Once we have begun to conquer the causes of failure, we start to have that internal feeling of being ‘winners’ – that inner feeling of being successful. Success is a journey – not a destination.

There are two other words I’d like to call to your attention in that particular definition – one is the word ‘pre-determined’, the other is the word ‘goal’. For much of my life in working with people in groups, I’ve been somewhat hesitant to discuss goals with people. The reason for this is because many of the people we meet, particularly in the capacity of selling, hear so much about goals and the necessity for goal setting within their organization; there is so much conversation in various types of programs about goals that I think even the term goal has become a turn-off to some people. I’ve had people tell me: *‘Rod, you can talk to me about anything you want to in a training program, but do not talk to me about goal setting’*. I’ve even heard people say: *‘I have made a decision that I’m not going to get involved in that, I’m not going to have goals!’*

The fact is this – you will have goals! Everyone has goals! We have no choice in the matter as to whether or not we have goals. Goals are a part of our lives; they are part of our nature. The only choice we have is whether we pre-determine those goals. Goals are not the things we say we would like to have; goals are not the objectives we write down on a piece of paper

in our office. Goals are the thoughts we have all day long and are the product of our thinking.

John Shackleton sums it up this way:

“Do you think sports people have goals? What about someone like Ian Thorp one of the greatest swimmers ever to pull on a pair of togs, do you think he undertakes his training programs without setting goals? Why would you train for four hours a day, six days a week, fifty weeks a year for four years – just in case you were lucky enough to qualify for the next Olympics?”

“Of course, sports people have goals, they often know to the nearest tenth of a second what time they will achieve in their Olympic event 4 years ahead of time. In 1972 as a senior in high school John Naber looked at the last few Olympic winning times and worked out that he would need to swim 55.5 seconds for the 100m backstroke at the ‘76 Olympics if he wanted to win gold. That meant that he needed a four second improvement which seemed like a huge amount for a swimmer of his standard. But as he said “that’s only a second a year, or a 1/300th of a second per day, or a 1/1200th of a second for each hour of training I do. I can do that.”

“Four years later in Montreal he swam the event winning gold for the USA and recording a time of 55.49- a new world record. Coincidence – well it could be, but I like to think that he just used the process of goal setting correctly.”

James Allan⁴ author of *As a Man Thinketh*, compared the mind of man to a garden. He said that we all recognise that if we stake out for ourselves a garden spot and we cultivate it and till it, and if we plant the seeds of fruits and flowers, the garden will produce the fruits and flowers abundantly. By the same token, if we stake out that garden spot, and we ignore it, let the winds of fate blow in what they will, and they happen to blow in the seeds of deadly nightshade, the garden will produce the fatal nightshade, just as abundantly as it does the fruits and flowers.

That garden spot is impersonal - it cares not what we plant there, it merely reproduces what we sow. The same is true with the mind of man, our goals are the thoughts we think all day long, and we will reproduce in material reality those things we think most about, those things we vividly imagine and visualise upon the screen of our mind. There is nothing new about this.

For years, behavioural scientists have talked about it as part of our makeup, as part of our mind. Not only have we the brain itself, which we think of as a conscious mind, we also have an automatic success mechanism. Because of this success mechanism, we all strive to attain some fulfilment. Incidentally, it's not confined entirely to us. All creatures are

⁴ James Allen, *As a Man Thinketh* 1903

given the instinctive reaction to fulfil themselves – an automatic response for success. Let's face it, a squirrel is not taught how to gather nuts for the winter, neither do geese have to be shown how to migrate, it's part of their nature; birds instinctively construct nests that are, as I understand, architecturally beyond anything man has ever done.

Now, for human beings, success is far more than survival; success for us, is far more than procreation of the species - it is an internal feeling we have. Each of us has an automatic success mechanism that will provide whatever it is that we choose to have. What we must recognise is that our conscious mind is the tool that determines what the automatic success mechanism provides us with. Our conscious thoughts direct the automatic success mechanism. So, the greatest responsibility each of us has is to control our thinking; to the extent that if we concentrate on our objectives, we will succeed, but if we concentrate on failure, we will fail.

If you take the success prone person and the failure prone person, there is only one major difference between the two – it's how they worry. Everyone worries, because everyone thinks. However, the success prone person and the failure prone person worry differently.

Let's consider a problem they both have equally – a debt to the bank due for payment in the morning for \$50,000 – they do not have the money to clear, or even slightly to reduce the

debt. The failure prone individual goes home at night, they sit down in their easy chair, they think about the next day, about facing their banker and they think: *'What will happen to me tomorrow? When I go into that bank, I'm going to be so embarrassed, and that guy is so tough – he's going to call that debt, sure as anything I'll lose my business! Now we'll have to take our kids out of private school, my wife and I have already been having trouble – she might leave me, my brother-in-law is going to say I'm the worst failure he's ever heard of, what's going to happen to ME?'* And when that man walks into the bank the next morning, how does he look? Defeated. What does the banker do? He calls in the debt. The man expected the debt would be called, because he set a goal of failure.

Now, the success prone individual is faced with the same challenge but rather than going home and asking: *'What's going to happen to me?'* Sits and thinks: *'How can I handle this situation? What can I do to solve this problem? Can I post additional collateral? Can I execute a loan somewhere else, or will I just have to walk into that bank, sit down and look that banker dead in the eye and say – "Well my friend, it looks as if we made a mistake. And I say we made a mistake for a reason; When we both entered this situation, we thought it was a good situation. If not, I wouldn't have put my time and energy in it, and you wouldn't have put your money in. Now is the time for you to decide whether you call the debt. You are the only one who can make that decision. I'll let you know right now, I'm with*

you, I'm not going to quit on you, I believe we can get through this, and if we work together, I'll be right there with you."

And what does the banker do? Generally, they go along with us. But let's say the banker doesn't – let's say the banker calls the debt anyway. How many times did the man fail? Just once – in the bank. How many times did the failure-prone individual fail? Hundreds of times before the meeting had even commenced and all because the failure-prone individual set goals of failure.

The same thing happens with salespeople. Let's say you are a salesperson, about to go out, see a client to close on a very big sale. You sit in your car beforehand as you contemplate that challenge ahead of you. It would be easy to think: *'What's going to happen to me if they don't buy? I won't know what to say. I'm going to go back to the office and my manager is going to ask - Did you sell them, and I'll say no, and he'll say why? And I'll say I don't know why, I'll go home tonight and my husband or wife is going to ask if I made that sale today, and I'll say no, and they'll ask what's wrong with you?'* This would be setting a goal of FAILURE.

Our goals are the thoughts that we think all day. Would you have a picture at home or on your living room wall of a person destitute? Would you have a picture of a total failure standing in a bread line? Probably not.

Rod Large

We spend only a few hours a day at most in our living rooms and yet for twenty-four hours a day our minds are active. What kind of pictures are hanging on the screen of your mind?

Those pictures are our GOALS and they must be fulfilled in material reality. We have a challenge. Our greatest responsibility - to control our thinking.

Something else we need to understand about goals, is that Goals are not aims or objectives and goals are not targets that we shoot for. **True, meaningful goals are minimums.** Our goals are the minimums we require of ourselves, not the things we shoot for. You see, this lack of clarity is one of the biggest shortcomings so often laid out in the 'goal setting' sessions offered by a lot of trainers and presenters.

A typical salesperson's goal-setting scenario is this: he or she will get together with their employer or manager, sit down, review the situation, and the salesperson will set some type of goal regarding their productivity. Let's say that he or she in the past year has earned

\$40,000 and the manager counsels the salesperson and asks *'What do you intend to earn this coming year?'*

The salesperson says – *"Well, that's last year, I know I only earned \$40,000 because I was just getting started, this coming year I'm going to earn \$90,000'.*

The manager says: *'That's terrific, write it down on piece of paper.'*
The salesperson writes it down and the manager says: *'So what's your goal?'*

The salesperson says: *'Make \$90,000'*. Manager says: *'I know you can do it.'*

The salesperson folds the paper, puts it in their pocket and as they walk out of that office, they'll think to themselves: *'\$90,000 – man what an increase—that's terrific!'* He gets in the car and starts driving home as the wheels begin to turn in his head: *'\$90,000 – that's marvelous! Of course, \$80,000 wouldn't be bad—\$60,000 would be pretty good—\$60,000 and I've increased my income by 50 percent, but I've got to make \$50,000. I know I can live on the \$40,000, but if I only earn \$49,999.99, in my eyes, I'm a total failure. If I make one cent less than \$50,000, as far as I'm concerned, I have totally dropped the ball.'*

What I suggest to you is that the 'goal' was the \$50,000 the salesperson set for himself.

We use money in this type of situation to illustrate a point, because it is something we relate to. Please understand when we think about goal setting, the conscious thoughts we hold are minimums; and this applies in every area of our lives. We must have financial goals, business goals and by the same token, we have to have family goals, cultural goals, and spiritual goals. Each of us is the minimum partner, the minimum parent, , the minimum lover, or minimum friend.

We are the minimum we require; that's what goals really are. The thoughts we think are the minimum's we require of ourselves.

When we think about goals, if we are to avoid loss of purpose, control our thinking and keep our thoughts focused on our goals – (the things that we wish to accomplish), what we wish to achieve in our relationships with other people, and the rewards we wish to receive; then we realise there are some principles surrounding goals in every area of life.

There are three distinct types of goals: short, intermediate and long-term. A short-range goal is a goal that can be accomplished within a day or a few days, perhaps even a week. When it comes to long-range goals, it's fair to say that anyone who has never previously sat in a goal-setting program, will likely take a year to complete a long-term goal. Some people have the capability of setting goals three or five years in advance, and there are those rare individuals who set goals over 10-15- 20 year periods – we call them men and women of vision. However, most of us, when we first start out employing these principles, must confine ourselves to a reasonable period of one year/ eighteen months at most.

Between the short-term and long-term goals, we have intermediate goals – leading like stairs – one foot in front of the other.

If it is to be a goal, there is another principle we must observe limits. If there is no time limit, it is not a goal – it is just something we hope to accomplish or do someday. The purpose of a time limit in a goal is not to put us under any pressure, but to tell that automatic success mechanism how fast it must work, and it works automatically. If someone gave me a 2kg barbell, put it down in the room, and told me to lift it, I wouldn't have to think about the muscles necessary to lift 2 kgs consciously when I reached down and started to lift it. My mind, recognising that it was 2kgs, would bring into play the muscles required naturally. By the same token, if someone brought out 10kgs – I wouldn't have to think about each muscle necessary for the additional weight consciously – my mind automatically recognising the problem, , would bring those necessary muscles into play naturally. The same thing is true with our goals – that's the reason we must have time limits.

Regardless of whether or not we are talking about short, intermediate or long-term goals, if we are to fulfil our goals, there are **four specific principles** that we must observe.

The Goal Must be PERSONAL

If we are to effectively keep our eye on the ball and not suffer a loss of purpose, the goals we set must be personal. It is impossible for one person to set a goal for another

individual. One of the greatest causes of emotional disturbance in our country today is from people attempting to attain goals that others have set for them. Since goals must be personal, for the most part, goals should be kept private. I suggest you do not share your goals with any individual unless you are sure they are in complete harmony with you.

For example, husbands, wives, brothers, fathers and mothers, have unintentionally shattered a loved ones dreams. A young man has had an inspiration, an idea for his future, set a goal for himself and gone home to his mother, the person he loves the most, and said 'Mum, I'm going to be a brain surgeon (or astronaut/ millionaire/rock star). She replies with something like: 'Well that's' great darling, but you know you don't have to aim quite so high, your cousin Mary is a local doctor (or museum guide/admin manager/ country singer in a local band), and she's very happy doing that'.

She kills his dream right there. Just as a thought begins to take root in that fertile soil within the mind, someone steps on it! Take heed! Please do not share your goals with people, unless they are in harmony with you.

Goals must be realistic

Realism and goal setting have nothing to do with the size of the goal. There are very few things that influence whether a goal is realistic; it must be something we are willing and able to

work for, and something we can accept as a reality. For example, if you consider it to be realistic to want to drive a Ferrari one day, but you're still only riding a bicycle, then maybe start by learning to drive. Or, if you're desperate to own your own business, and have it become a major franchise earning you millions of dollars per year, then it becomes a lot more realistic if you take some steps forward such as breaking open the piggy bank on your desk, or deciding what to study towards such a goal.

Goals Require Behavioral Change

We must accept the fact that goals, if we are to obtain our goals, we will also need to change our behaviour. We've got to do things differently; we don't have to change our personality, but we must change the things that we say and do. We must master new skills, new talents, new abilities and new habits. Once again, this is one of the breakdowns in goal setting programs. Someone who has been earning at the rate of \$40,000 per year, says that they are going to earn \$80,000, unfortunately, is never going to stand a chance, because they go right on walking, talking, thinking, acting, behaving like a person who earns \$40,000! They will never earn the \$80,000

until they have the behavioural patterns until they become the type of person who merits the \$80,000.

Goals must be Specific and Written Down

We should recognise that part of our responsibility to self and in managing self, is to set specific goals. We should take the time to commit those goals, and the plans for achieving them to paper.

Who would think about building a new home for themselves and their family without a written set of plans and specifications? Yet when it comes to our lives most of us never take the time to sit down and come up with any type of written plan.

We are so often unwilling to accept personal accountability, personal responsibility for managing our own lives and committing our goals to paper in a specific manner.

If you approach goals from that standpoint, you can overcome Failure No. 5 – Loss of Planning.

Summary Notes for this chapter:

Avoiding Loss of Purpose Personal Symptoms of this are:

- Considers success to be as viewed by others
- Lack of goals & vision

- Low creativity
- Concentrates on problems rather than objectives
- Considers success is a destination

Do you have purpose in your life every day?

#6 Resistance to Change

We all live in a changing world, and the most significant challenge we have, both in our business and personal lives is quite simply the challenge of change. Being willing to **Anticipate, accept,** and to **Adapt To Change.** I think so often; it is practically impossible for us to realise the incredible amount of change that we must contend with in our daily lives.

I first got this into perspective when I heard Steve Brown relate the following presentation from a speaker by the name of Don Thorne. Don was trying to get his audience to understand change by asking them to use their imagination.

I'd like you to use your imagination with me for just a moment, and see if perhaps we can help you get a handle on change.

Assume that it's your 50th birthday. Now imagine that the 50 years of your existence represent humanity's total time upon earth, whether that be 24,000 years or five billion years.

Now if that were the case, if you were 50 years old today and the 50 years of your life represented humanity's entire

existence upon earth, and you began to reflect over your life, there would be a few things that you would remember.

You'd remember that it was just ten years ago today when you were 40 years of age, that the last of your friends moved out of the caves that they used for homes. It was just three years ago today when you were 47 that Jesus Christ was born, and about 18 month ago someone named Thomas Edison invented something called the incandescent light bulb. As you went to sleep last night you heard the first radio play; and sometime during the course of the evening while you were asleep, the first airplane flew; when you awoke this morning, you saw the first television; and when you began to read this paragraph, at that moment the first man walked upon the moon.

Given that rate of change, how much change must we contend with in the next few years?

Resistance to Change is potentially one of our most damaging failures. When we think about change, and being able to adjust to the changes in our environment, most of us have difficulty in doing so, and we have all kinds of excuses for it. According to many people, the reason we have issues with change is that as humans, we just don't like it.

I just don't buy into that line of thinking. I believe we love change, in fact, I think the vast majority of us spend most of our lives trying to be a catalyst for change. If we are honest

about it, most of would like to see our children change, there are some of us who would like to see our husbands or wives or sweethearts change, I think every one of us would want our managers or our employers to change. We love change. We love changing other people; the problem is in changing ourselves.

When it comes to adapting to change, our failure is '*Resistance to Change*'.

Over the years, I've conducted exercises with many groups, held long discussions and when we boil down all the results of exercises, there are three key reasons why people resist change.

Change takes us outside of our comfort zone. Doing something new causes us to step out and lose the comfort of being able to do things the way we have always done.

We fear we have to give up something.

Ask yourself this: If I walked into an office and I pulled the workers together and said: '*Hey, I've just had a note from management, we are about to change the commission structure, or the wage structure*'.

How many people do you honestly believe would think that the money was going up? Not many. Most would probably think that the money would be going down. It's an instinct, that when change comes, we almost invariably fear loss. We don't see change giving us good things. Why? Because in the past, we have had change and we have invariably lost something. Not necessarily monetary things either, we've lost self-esteem or we've

lost a position, or we've lost that experience and knowledge, so we had to learn a new methodology. We had to go back to the start.

Joel Barker⁹ in his book, *The Business of Paradigms* made a wonderful statement. He said: *'When the paradigm shifts, we all go back to zero'*. In other words, when the paradigm shifts, when there's change, we all go back to start afresh. Many of us can't stand the fact that we lose that experience, or comfort in doing what we have been doing for a long time.

We fear we have to make the changes alone. In your school days, were you ever told not to cheat? Can you remember cribbing on spelling or math tests or looking at someone else's answers? That was called cheating in school, and in an office it's referred to as collaboration. Anything involved with using other people was frowned upon and often punishable.

I am the worst speller in the world and I used to be put in the corner with a dunce's hat on. When I collaborated one day with a young girl who was sitting next to me and the teacher read out the words and we then swapped papers, as they used to do in those days, and she asked who got twenty? The young girl I was sitting next to, Pauline (I never forgot her), put her hand up and said 'twenty'. When the teacher asked, 'Who got nineteen?' I put my hand up and the teacher said: 'Cheat! Rod Large, get in the corner!' She couldn't believe I'd be able to go from one to nineteen in one week – collaboration, you see. We are not taught to collaborate except maybe on the sports field. In most other things, we are told to be strong and to do 'it' on our own, and that's why we

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resist change; because our conditioning forces us to do things on our own.

We have to realise that the solution is to constantly seek discomfort

step outside the comfort zone. When we look at our Ambition Curve and see that we are in our 'comfort zone', but we don't want to fall into complacency, procrastination, or self-doubt; we must seek new challenges.

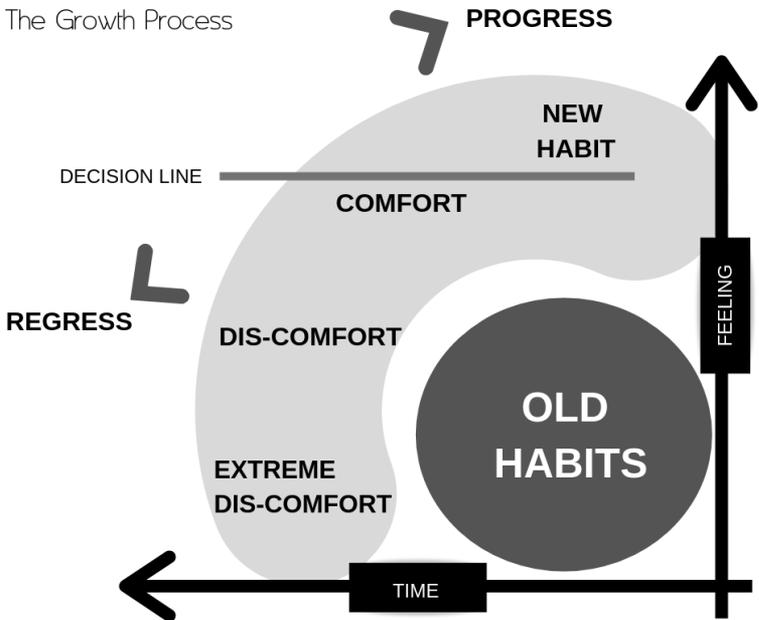
Nothing is ever static in the world So, it's imperative to understand that all change requires a certain amount of discomfort; and that we should actively seek that.

Why?

There are four stages in the growth process.

The first stage is what we refer to as: **Extreme Discomfort**. That's when we learn something new, we are trying something different. after doing it a few times it goes to **Uncomfortable**, then to **Comfortable**. Moreover, if we do something long enough it becomes **Habitual**.

The Growth Process



Let me assure you, if we resist change, we will only do so the first couple of times.

Have you ever gone into a training session only to sit there doing what I call the ‘nodding dog’? You spend most of the session just nodding your head, smiling, and avoiding engagement with the trainer as much as possible. Have you ever watched a training DVD or video only once and expected to change? It won’t happen.

We know that there is a decision line between the uncomfortable and comfortable. If we stop, and only watch a program once, or we just do something once or twice, almost

invariably we will regress, because there is a Cosmic Law of Life: If you are not progressing you are regressing.

So, how do we know if we're progressing or regressing? Somebody once said to me that it's like what gear are we in.

Neutral gear is when we haven't thought about making a change; it's not occurring to us to do things differently, to go for a walk or do some exercise. **First gear** is when you are thinking hard about making some change – thinking: *“Maybe I need to do something, maybe my cholesterol is too high, maybe I really need to start watching my diet”*. That's when doubts or disadvantages keep you from acting. **Second gear** is when you have maybe tried something new, or done something different, but you're having trouble sustaining the efforts.

Third gear is when you are consistently practicing; this is when you are moving across that decision line from uncomfortable to comfortable. In third gear you are still at risk of relapsing into your old behavior, because it hasn't yet become habitual.

Fourth gear is when you keep up the practice, and as a result, your changes are starting to become habitual. You may have the occasional lapse, but you get back on track very swiftly.

Finally, of course, where we all need to be, is in the **Fifth gear**, but most people don't make it this far. In fifth gear you have total confidence that you are never going to relapse into

those bad behaviours. Fifth gear is where the ex-smoker knows he will never think of touching another cigarette again.

Knowing which gear you are in, helps you prepare to change and causes you to move that much further.

People say to me, *'OK Rod, I now know what gear I'm in, I know what position I am in, how do I actually sustain that?'*

The answer is in the word change, and I'm going to use **CHANGE** as a mnemonic here, and I hope you will work with me and realise that, to make lasting change and sustain that high gear continuously, takes five key things.

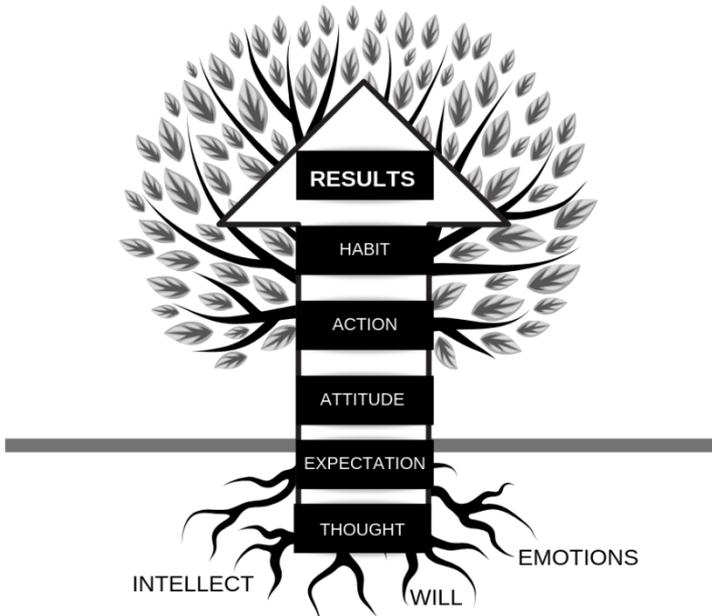
Communicate

Change is about us recognising that unless we communicate in other words unless we make a statement that says to someone else that we are going to change, it's highly unlikely that we will get into that first gear. By communicating and telling someone else, it's like a religious testimonial. You may have seen some religious ceremonies where people stand up and give testimonies and say how they are going to do something. That's a commitment in front of other people, and that's the first part – the communication.

Have positive expectations.

For people to buy into long-term change they have to expect something. Let me put it this way, if you look at a tree of life, as you see in my diagram here, what we are looking for is the fruit at the top, the results. Those results come from the things

we have done habitually. As I've already noted, – “*The difference between successful people and unsuccessful people is successful people have developed the habit of doing the things the unsuccessful will not do*”. The difference is **Habit**.



You must develop the habit of doing the things that others don't or won't do. To have learned the behaviors that lead to the results you want, you must have had the right attitude.

What gives you the right attitude? It's your thinking and your expectations.

It's like anything, if you expect you are going to have a great day – guess what? You do! If you expect you can make

the change properly, you will. If you don't expect you can make the change, if you think it's too hard, you won't.

Anticipate, Accept and Adapt to change

We have to anticipate changes and accept that change is a part of life. Nothing is ever static. I've said it before - I'll say it again: There is no static position because things are always happening. We are either progressing or regressing.

Never fight change

Too many people get into conflict with change because their existing paradigms say, 'This is the way it's always been, why don't I keep it going this way?' The answer lies not in fighting the change, but in accepting that change and using it to your advantage. Ask yourself: 'With this new change, what new things can I gain, what are the benefits?' As I mentioned earlier, the reason people resist change is because they fear they are going to lose something. So, my answer is – never fight it, never fear the loss, always look and ask, what am I going to gain?

Generate a benefit list

Write down a 'pros and cons' list and stop after the 'pros'. List all the positive outcomes from this change. Generating the list causes you to think about what you are going to gain, which in turn leads you to expect the change to go well. Your

thinking is critical to making sure you have positive expectations.

Energize

The basis of our thinking comes from the Greek word 'entheos' the spirit within us. Our knowledge and emotions create that spirit, that enthusiasm. We need to be enthusiastic to Energize – that's what our E stands for. Energize yourself by seeing the positive, by realizing the positive, expecting the positive, change will be positive; change will be something that you do not fear; change will be something that you look forward to, because you know it is going to happen anyway – let's make sure we enjoy it when it happens.

- C- Communicate
- H- Have Positive Expectations
- A - Anticipate, Accept and Adapt to Change
- N- Never Fight Change
- G- Generate a Benefit List
- E- Energise

I'd like to finish this chapter with a little bit of history – it was Julius Caesar who back on the 11th January 49BC said: 'Alea iacta est', which simply means – 'The die is cast'. There simply was no turning back. As he crossed the Rubicon River towards Rome, his troops knew, there was no going back, no possibility of retreat, and so they burned the bridge behind

them. Today, there is no going back - the die is cast. Change is the only constant. The question is, are you going to enjoy it, or are you going to fight it? Change has happened, it's happening now, and it will continue to happen in the future, and the more you come to anticipate it, accept it and adapt to it, the stronger person you will be.

Summary Notes for this chapter:

- 6) Resistance to change Personal Symptoms of this are:
- Unaware of rate of change
 - Thinks most changes have already happened
 - Fails to make behavioral changes that last
 - Feels “stuck in a rut”
 - Often fights change
 - Expects that changes will result in disadvantage

Are you resistant to Change? Why/Why not?

#7 Failure to Control Stress

Knowing who you are; valuing others; accepting personal accountability; following the seven steps in dealing with procrastination; dealing with complacency, self-doubt and loss of purpose; anticipating, accepting and adapting to change instead of fighting the inevitable; and recognizing how our actions can create stress for others, you can control your stress. If you follow the simple, effective steps we have given you to defeat the failures of self, you can become more effective, more confident, more capable, and above all else, happier!

But, if we allow the failures within us to take over, it often leads to another failure: stress, which in turn affects our performance and our health.

Let me start this chapter on stress with some interesting facts and figures. As many as one in five working-people in the United Kingdom are suffering from high levels of work-related stress; that's about five million workers. There is an estimated half a million people experiencing stress at a levels

leading to serious illness, such as depression, chronic fatigue, anxiety.

According to the British Government, it has cost the British economy an estimated 6.7 million working days lost per year, which costs business approximately 3.7 billion pounds a year! *That's horrendous.*

According to the University of Rochester⁵ Even minor stress can trigger heart problems increases the risk of stroke.

Common responses to stress include:

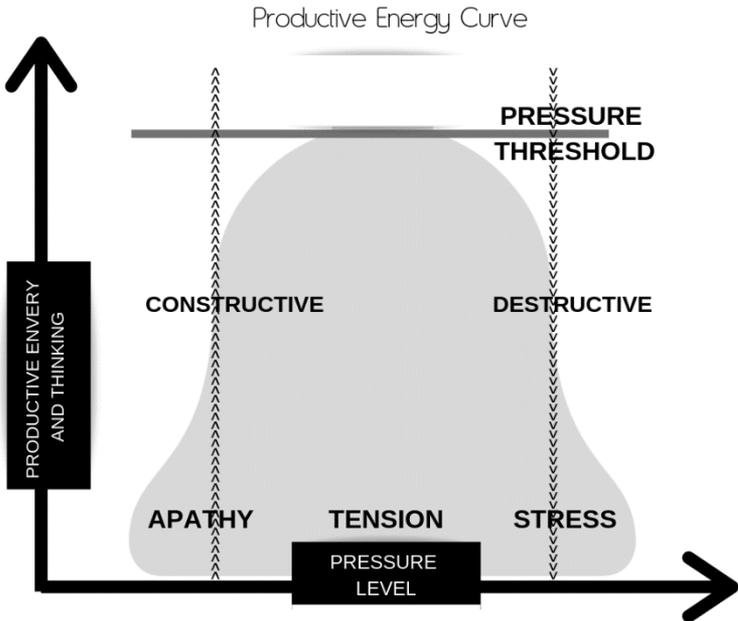
- Aches and pains
- Decreased energy and sleep
- Feelings of anxiety, anger, and depression
- Impatience
- Forgetfulness

Let's start by understanding what stress is. *Stress is the natural reaction people have to excessive pressures or demands placed on them.* That's a fascinating definition – it's not an illness, but if it is prolonged or intense, it can lead to mental and physical ill-health, leading to things like depression, back pain, and heart problems. *It is NOT a disease.*

5

<https://www.urmc.rochester.edu/encyclopedia/content.aspx?ContentTypeID=1&ContentID=2171>

Is stress something we can see? Is it something we can touch? No, stress is a state of mind. Many years ago I saw an interesting diagram -- called the 'Productive Energy Curve', which enabled me to understand stress.



Stress is part of our behavior. It's the way we react to the pressures applied to us. Our energy level diminishes when we get stressed, and that's what we need to understand. When that happens, it causes our brain to work harder; it causes actual physical health problems. Look at the diagram and recognise that most behavioural scientists agree that when the brain receives too much pressure it will follow this curve.

That is to say, when we wake up in the morning, maybe in our first few moments when we are getting dressed, and commuting to work, the brain doesn't have to work very hard. It's what we call an 'apathetic mode'.

Have you ever got out of your car after you've just arrived at the office and as you closed the car door thought: *'How on earth did I get here?'* That's because the brain is working in an automatic mode; it's doing the over-learned behaviours and habits. Then we get into the office, a few phone calls come in, things start to happen, and the adrenaline starts to pump; this causes us to become active, and our energy level goes up. We move into the tension mode. Stress occurs when we go over the peak from constructive to destructive tension; over our pressure threshold. Then we start to come down. It's a little bit like when you have a piece of wood and drill a little hole, a pilot hole. Then you put a wood screw in it. What's it like after the first couple of turns? You're right. Easy. What's it like a few extra turns? It starts to tighten up of course – that's when we get tension. We all know if we push it just a little bit too much that the screw head will snap or the wood will split; that's what stress is, that's when we have gone too far. Stress is when we have moved past that pressure threshold, and we start to deteriorate, our ability to reason suffers. Why is that? Because the brain cannot work effectively when it is stressed.

Behavioural scientists call it 'right brain'/'left brain' mode. The right brain looks after the emotions; colors, pictures etc. The left hemisphere of the brain deals with our rational thinking, our logic and our mathematics etc. When we get into stress, we go into the right brain. In other words, we emotionalise things; we don't think rationally, we don't think logically, and of course when we can't think logically, panic can set in. We can't think how to fix the problem, how to get out of there.

It's a bit like when you burn the toast and you curse, or you are stuck in traffic your hands grip the steering wheel with such force that your knuckles turn white. That's when you are starting to get into stress – when you wake up at three o'clock in the morning, you sit bolt upright worrying about the deal that you thought was going to go down tomorrow, and you are worrying that it's not going to happen. That's when your brain is now saying it's in stress, and it can't think logically, it can't come up with a reason and the rationale on how to fix that, because it can't think properly.

We get stressed due to our physically programmed reaction to stress. In response to stress, our bodies produce hormones and chemicals preparing us for 'fight or flight' – these chemicals alter our ability to reason, and increase feelings of anxiety if the stress lasts for too long.

Stress occurs when the demands or expectations exceed our capacity to respond; it's almost like a self-defeating spiral that emerges, leading to decreased performance and efficiency. It impairs our ability to meet demands and, of course, that in turn increases the problem itself.

What does stress do to us in a non-physical sense? It causes us to lose hours. Too many deaths to occur, because it increases our blood pressure, our heart rate and it increases muscle tension, which it gives us headaches, anxiety and depression. Stress sometimes causes us to increase our smoking or drinking.

There was an article in Reuters recently which talked about recent stress-tests conducted in New York, where they put people under stress. Their findings showed that their LDL (bad cholesterol) increased. The same subjects came for a secondary evaluation three years later and in the time since their cholesterol levels had sky-rocketed. Another study said that the cholesterol level of accountants rose by 100 points over their normal levels, during the tax season. Stress causes you to have high blood pressure and all other ancillary effects of that.

You are possibly now sitting there saying to yourself: '*Am I suffering from stress?*'

A Simple Stress Test

Do you try to do more than one thing at a time?	
Do you rush through your meals?	
Are you compulsive about punctuality?	
Do you find it difficult to relax?	
Do others tell you to take things slower?	
Do you interrupt others frequently while they are talking?	
Are you accident prone?	
Do you get impatient or upset if something or someone delays you (traffic jams or appointments)?	

If you do, then the chances are you are suffering from stress. She also went on to say that if there is a tension of muscles, if you find you are getting irritable, have an irregular heartbeat, start to nail bite or teeth grind or you have sudden backaches and neck aches that you haven't experienced in the past, even things like cold hands and feet, forgetfulness, or excessive sighing – they're all symptoms of stress. The secret is to understand and recognize – what are the symptoms and what are the factors that cause stress.

From a business perspective of course, if you are a manager, you can see stress when you start to see poor teamwork, high staff turnover, or when there's conflict, back-stabbing, low

morale and disappointing productivity. Chances are, you have some stress occurring in your people.

People then often ask: 'What's causing all this stress?'

Ask yourself some of these things:

- Do you have a tendency to say yes to everybody?
- Are you trying to cram too much into your day?
- Are you messing about with unimportant things?
- Are you letting other people's stress transfer to you?
- Maybe you've got too much to do or maybe too little to do?
- Maybe you've got boring or repetitive work?

The key question you need to ask yourself is: 'What's causing that stress to me?'

- Is it lack of communication and consultation with your colleagues?
- Is there a culture of blame in your organization, where things go wrong and results in denial of potential problems, that is - lack of personal accountability?
- Are you disorganized to the point that you don't have a daily plan? Do you tend to procrastinate?

All of these can be causes of stress. Steve Brown, the Chairman of Fortune Group International said: *'When it comes to*

stress, it's never the things that we have done that tire us out or cause us to have stress. It's the thought of the things we have yet to do that often creates that stress that causes us to go into that right-brain mode'.

Stress affects different people differently. Remember we talked about the different Social Styles in Chapter One? Let me remind you. We said that some of us are Reds, some of us Greens, some of us are Blues and some of us are Yellows.

When the tension increases, Reds and Yellows (being TELL dominant) tend to fight what they see is the cause of the tension. On the other side, the ASK oriented Blues and Greens tend to run away from confrontation. As the pressure increases further and turns to stress, our behaviour reverses, the Reds and Yellows take flight while the normally docile Greens and Blues will fight.

Let's look at each style's behaviour changes under stress. The Reds (Tell oriented, emotionally controlled, task focused) concentrate on getting the job done now. As tension increases, the Red's behavior moves to Tell and Task extremes; they become autocratic, demanding and attack performance. When tension increases to the point of stress, Reds will then avoid further conflict, taking on the flight-behaviour of the Green style.

Yellows (Tell oriented and more emotive, people focused, seeking praise) will initially attack personal attributes,

characterised quite often by emotional outbursts which can be quite hurtful to their victim. The stress point for Yellows is when they give in, apologize for their outburst and do the job; taking on the flight-behaviour of the Blue style.

Greens (Task oriented, emotionally controlled, task focused) aim to get the job done right the first time. As tension increases, they tend to avoid confrontation by ignoring the cause; they want time to think and dislike conflict. However, when the stress point for them arrives, they attack performance and become autocratic, which is the fight-behaviour of the Red style.

Blues (Task orientated, emotive and people focused) will initially give in; they're team players and hate conflict. When their stress point is reached, they attack – personally – particularly if the Blue perceives the latest demand is one of a continuing series of unreasonable or bullying demands.

We must recognize, understand and value social style differences and develop the skill of versatility, so that we can manage relationship-related stress, at work, at home, or socially. Our versatility is our ability to modify our behaviour temporarily to meet the expectations of the other person. It is our willingness to accept a minor discomfort for a short time now to avoid the greater discomfort that often happens through misunderstanding – a common cause of tension and stress. We need to look for the positives that each style can

bring to our personal development, rather than increase our stress by worrying over perceived negatives.

In team-sports the coach builds an individual's strengths and then bonds those individuals into a team. The coach gets each member of the team to value everyone's individual strengths not just their own. In Rugby, for example, locks have a completely different job to centres; a completely different approach to the game and a different goal with each play; but both are necessary and valuable to the team. If every position values the strengths of the people playing in the other positions, then the team will function well.

The same holds true for business. If you're a Red you'll probably believe things like: *'The RED approach works, that's the way to get things done, REDs do things right. Those GREENs aren't strong enough they don't get stuck in.'*

We all think **our way we do things** is the best way to do things because over the years we have perfected that approach and we know it backwards, we think that our way is right.

If we value the strengths of all four social styles instead of focusing on the perceived weaknesses, we'll be able to function well as a team, have much less stress and be much more effective as individuals.

Remember you'll probably experience less stress at work if you can have the attitude of: 'My way isn't necessarily the right way, but it's probably right for me'.

I have explained all the negative things about stress and how it either diminishes our quality of life, or outright kills us. I've talked about some of the causes and given you a Stress Test; but if you're thinking: 'Help!' I'm going to give you a few tips. I can't say it's the total answer, and I can't tell you that it is going to be the only way to deal with stress, because we are all different and we all need to look at our stress differently. However, here are a few things that can help you to manage your stress levels.

Have a game plan. If you plan your work and you work to your plan, then you will ensure you remain flexible enough to be able to cope with stress.

Have health checks on a regular basis. Doctors can help you; they can measure your blood pressure, your cholesterol levels and see whether these measurements indicate stress. Physical exercise is another aspect and you need to talk to your doctor about that too, because you can try to do too much too soon and that can make things worse rather than better.

Look at your relationships. Happy families have less stress – it's a fact. Sit down and ask yourself: '*What can I do to remove stress at home?*' Make sure that you think about your kids, and recognize that you have to be responsible to your

kids, but you can never be responsible *for* them. Think about the different social styles in your family.

Friends and partners can help; people you can discuss the stresses with. '*Man is not an island*' but be careful not to unload all of your stress onto them.

Try to be in an environment where you have clean fresh air, ensure that you have a comfortable place to work in; that you have enough light; check posture etc for all the computer workstations.

Make time for relaxation. Each of us has our own way of relaxing, whether it's a walk around the block, a game of solitaire or reading. A few minutes relaxation during the day goes a long way toward reducing the pressure.

I personally have a little technique that I use. I call it the SMILE system. Every day I think about smiling, because for me, the removal of stress starts with a smile. Why? Because smiles help to relax other people, they reduce stress. Less stress in others feeds back to less stress in us.

And so I use the word SMILE to help me understand the five things that I need to do every single day to help reduce my stress load. When I SMILE, I laugh, and laughter is one of the greatest stress reducers.

The *American Journal of Medicine* has reported that laughter increases secretions of catecholamine's and endorphins, which in turn increases oxygenation of the blood,

relaxes the arteries, speeds up the heart, decreases blood pressure which has a positive effect on all cardiovascular and respiratory ailments, as well as increasing the overall immune system response.

Stop criticizing, condemning or complaining

If you have ever read Dale Carnegie's¹² wonderful book '*How to Win Friends and Influence People*', you will recall that he has twelve golden rules. Number one is to stop criticizing, condemning or complaining. Tough – just try it for a day; try it for a couple of hours; if you are a parent, try it with your children one night. What you will discover if you do not criticize, or complain, but instead look for the good, is that everything turns out better. So every day, if you want to reduce stress in your life, reduce the stress in others. And if you reduce the stress in others by not criticizing, condemning or complaining, they in turn will have an impact on your stress level.

Make Time to Relax

Relaxing lowers the blood pressure; it lowers the heartbeat, and provides respite from the pressure, allowing you to regain your energy and perspective. One technique that I use is to meditate. In the book *A Guide to Stress Relief* by Sarah Rose¹³, she states that: '*Meditation is a practical and effective way of dealing with stress*'. For me, I know it lowers my blood pressure; it lowers my heartbeat, and helps me to feel good.

Rod Large

As Leonardo Da Vinci said: ‘Every now that then, go away, have a little relaxation, for when you come back to work your judgement will be surer, since to remain constantly at work will cause you to lose power of judgement.’

Improve fitness

Each and every one of us needs to do that, but before you embark on a fitness program, get a medical check first. If you improve your fitness, it will reduce your stress levels. I try to walk every day, somebody said – “Walking is man’s best medicine”; or try to get to the gym at least three times per week.

Listen more and talk less

We get stressed out when we think people aren’t communicating with us. We get stressed out when we think people don’t understand us. But do we realize how much stress we create by lack of communication, by talking too much and not listening to what the other person is saying? I believe we can reduce our stress if we listen carefully and we don’t jump to conclusions. If we don’t dive in and stop other people speaking, if we listen to what they are saying, try to understand rather than get stressed before we’ve digested what has been said.

Eat the right things

Now, I could spend another hour talking about the wonderful things that we should be eating, but talk to your doctor who can

provide expert advice on what foods are healthy for you. My difficulty is avoiding those things that when eaten as a habit are unhealthy for me - I call them my Seven C's – cakes, cheese, chips, cookies, chocolate, cream, and candy. If I can stop those seven C's, or eat less of them every day, I know that my health will improve and my overall stress levels will come down.

S Stop criticizing, condemning and complaining

M Make time to relax

I Improve fitness

L Listen more

E Eat the right things

In summary, it comes down to balance; balancing work, relationships and relaxation. It's important to keep things in perspective and sometimes ask for help.

My personal philosophies: have something or someone to love; have something to learn and to do, and have something to look forward to.

Stress is a big killer, not just from its physical effects, but also it kills our dreams and ambitions. It can creep up on you insidiously, robbing you of your health and quality of life. However, there are things I have shown that you can do to counter it, stop it in its tracks and reverse its effects. I think it's vital that we recognise and deal with each of our internal failures because they are definite causes of stress.

Summary Notes for this chapter:

Failing to control Stress & Tension Personal Symptoms of this are:

- Does not understand the true nature of Stress
- Does not believe that Stress is real
- Unable to recognize Stress
- Thinks should “toughen up”
- Conflict, back-stabbing
- Low morale & or productivity
- Denial of problems
- Culture of blame
- No Stress-relieving process to follow
- Lack of Planning
- No recognition of, or for, achievements
- Too busy to have fun or relax

What do you do to control your stress levels? Is this enough?

#8

Having an Action Plan

In the previous chapters, we have come to recognize potential failures. There are seven definite failures lurking within each and every one of us.

1. Inability to Understand Self
2. Lack of Personal Accountability
3. Devotion to False Images
4. Complacency and Self Doubt
5. Not Setting Goals
6. Resistance to Change
7. Failing to Control Stress

When we think about eliminating these failures and about entering into a goal-setting program and establishing for ourselves short, long-term and intermediate goals, often we fall into a trap, because we don't have a definite procedure to follow. That is, we don't have a method of sitting down and getting those goals on paper. So, let's look at some of the

things we must do; a plan of action, designed to help us conquer those failures and put our goals to work for us.

If we are to set goals effectively, the very first thing we must do is establish where we are. We have to discover where we are today, that is – what we have accomplished to this point, what talents and assets we have, and we should even be aware of our shortcomings and our liabilities. The reason it is so important that we decide on where we are now is, without that knowledge, we have no point of reference. Think about this, if I were to blindfold you, lead you from wherever you are now, put you into a car, drive you for a while, take you from the car and put you into a boat, from the boat into a truck, then into an airplane, out of the plane and into yet another truck and then if I were to leave you ‘somewhere’ in the world, what would be the very first thing you would want to determine when I left you? Where you were! Because until we know where we are, WE’RE LOST; we don’t have any chance of knowing the direction in which we must head.

Once we have decided on where we are at the present point, the second major step in setting goals for ourselves - and this is the most difficult one, we must decide what it is we want. The greatest problem we have in setting goals for ourselves, in any aspect of life, is determining what it is we

want. The reason we have a problem is not that we are limited – No.

An over-abundance of opportunity causes our problem . If I had all the power in the world over you; if I had the power of your life and death in my hand, and I said to you, upon the penalty of death, there are only three things you can do, for the rest of your life. You've got to make a decision today - to do one of three things, and if you ever change, you DIE; you'd make those choices very quickly! Because of the limited number of choices, it would be so easy to pinpoint what you feel would give you a sense of fulfilment, what you would enjoy doing. In the society which we live, we have so many choices, and that's our greatest problem in setting goals - sitting down and examining self and thinking about which of the various opportunities would truly be meaningful to us.

Once we have decided where we are and we've decided on what it is we wish to accomplish, what we want to do with our lives in each area - then the next major thing we must do is decide what it takes to get there.

When we have decided where we are, where we wish to go, and what it takes to get there - the next step is to develop a plan. Build on it slowly point by point, have it outline where you are, and where you're going. Far too many people never get started, because they do not take the time to examine where they are, they only think in terms of where it is they

wish to go. Far too many people begin to pinpoint some of both the needs they might need to meet on the journey, but when they begin to develop a plan; they can't see the path they need to take, and since they don't have all the answers, they never begin the journey.

*'When the student is ready, the teacher
will appear' Confucius.*

There is a story told many years ago, about Abraham Lincoln, when he was a travelling attorney before he was ever in politics. He had stopped somewhere at a tavern, as another group of people were passing through; he was heading east, and they were heading west, and they were all concerned about whether or not the river was high or low. They asked, and he said: *'I really don't know'*. Then they asked: *'What should we do if the river is high?'* Lincoln said: *'To be perfectly frank with you, I never worry about the depth of the river until I get there'*.

In addition to developing a plan, **we must dedicate ourselves to becoming the type of person who has already achieved the desired outcome.**

The secret to success is that successful people have developed the habit of doing the things that unsuccessful people do not do. Far too many of us try to buy success on the instalment plan, but that's not possible. You've got to pay the

price, cash in advance. By that I mean we've got to become the type of person who justifies the success before we'll ever have it. We should look around us and examine those people who have already done that which we would like to do. We should find out how they think, how they work, what their approaches to life are, and emulate those people. We need to have mentors, and it's a breakdown in our educational systems around the world that we don't promote this concept.. For the most part, we study things, but we don't study people. That is, we don't study the inner person. We need to do this because we have to dedicate ourselves to becoming the type of person who has accomplished that which we wish to achieve. We will never reach our goal until we have become that person first.

John Shackleton put it clearly when he stated:

“Most high achievers in this world have mentors and that is certainly true of the top performers in sport. Usually an athlete will choose someone who has already achieved what they themselves are aiming at, a slot on the team, a particular record or an Olympic gold medal. The benefits are numerous; the athlete can get insights into what techniques are required, what specific training programs are needed and what technical approach may be useful. They can also use their mentor on the mental side of the sport using their experience of performing under pressure or their techniques of developing

the required discipline. Sometimes the Mentor ends up becoming the coach and gets totally involved in the athlete's development."

"The one thing that seems to hold some people back is their confidence to ask for help in the first place. Sometimes they feel they shouldn't be intruding in the mentor's life but personally I've always found that people are very willing and even excited about helping me achieve my goals and are usually flattered that I would consider their opinions of value."

"Occasionally someone won't ask because they feel that they should be able to cope by themselves, they think that it's a sign of weakness if they ask for help. Consider this from the athlete's point of view: It's generally true that the more experienced and successful an athlete becomes, the more help they get because the more coaches they have."

"I coached the UK's top woman triathlete Sarah Springman for many years and towards the end of her career she had four coaches and mentors. She used an ex-Olympic cyclist, a nutritionist who had run for Great Britain. She was given advice and a regular massage from a physiologist and I would help her with her swimming and the psychology of her sport. She was never afraid to ask for help, she always listened and would try the ideas we suggested, always willing to share her success with her coaches – no wonder she was so successful."

If we are to dedicate ourselves to becoming that type of person and to effect behavioural change; if we are to take charge of our lives and manage ourselves from that standpoint, there are three distinct things we must have working for us. Without them, there is no way that we will ever do it.

We Must Have Constant Feedback

Both positive and negative feedback, to let us know whether or not we are on track.

It would be marvelous if we could set a goal for ourselves and move toward that goal in a straight line, but that's not the way it works - ever. The way we attain any goal is: we start moving toward that line, we're on track, we get off track, and we reach any objective through a series of corrections and over-corrections. That's the way we perform every effort. Behavioural scientists say we can observe it in children. Look at a baby (about a year old) who reaches out for something on the coffee table and miss, the next time they get it. As adults, every time we reach over to even pick up a glass of water, we are doing exactly the same thing. But because of our maturity, because of the learning process, we are correcting the mistakes so fast that you can't see them.

Over a period of time, once we've begun to engage in goal setting, and genuinely worked towards our objectives, concentrating on our purpose; we correct so quickly that it

may appear that we are moving in a straight line. But since we do get off the track, it becomes a matter of mistakes, corrections and over-corrections.

If you set goals and employ the principles we are talking about; if you concentrate on any major objective, there will be times when you are disappointed and feeling low. All successful people suffer set-backs. The only people who are not affected are those who don't have any objectives. They are never low because they suffer from complacency; they are completely happy with the status quo. But we set an objective for ourselves, and when we get off track, we'll sense that and feel down. You'll have a gut feeling something's wrong before you ever get near the objectives and see the error.

My suggestion to you is this: if you know you are employing these principles; you know you have set for yourself an objective, you're moving, and you get that sick feeling deep down inside that doesn't feel right, try saying to yourself 'I can't think that way!' If you know you are not suffering from procrastination; if you know you're not surrendering to someone else the right to determine your values as a human being, you've made that decision for yourself. If you know you have eliminated complacency, that it's not self-doubt and you start getting that feeling – listen to that still, quiet voice inside. It will recognise that mistake

before you ever do. Stop, evaluate, and acknowledge to yourself that something is wrong. Listen to that little voice. It will put you back on that track, long before you even see the physical mistake.

You've got to have external feedback, but also this internal 'gut feeling' feedback is essential, and you must learn to use it and trust it.

We must have an iron will

The persistence to keep going when others quit. Determination not to drop the ball on the try-line, but to instead rely on ourselves, and when others think, 'we've lost', to be playing above ourselves. Now incidentally, 'determination' is not an inherent characteristic. It is not something that is in the blood, or something that some people have and others do not; 'determination' is learned. Understand this: everyone gets dissatisfied when they go off track. Everyone sometime in their life becomes fearful. Everyone will have negative thoughts.

Successful people have learned how to hold those negative thoughts and those needless fears in-bound, through the use of the Law of Displacement. They displace negatives with positives. By the Law of Displacement, I mean that if I had a glass of water in my hand and I could take another glass of similar shape, but slightly smaller in size, and I could push the second glass into the first – what would

happen with the water? It would come out; it would be displaced. Successful people use the principle or theory of displacement to get rid of negative thoughts. They have strengthened themselves through affirmations.

Successful people take the time to direct their thinking to thoughts of strength, rather than thoughts of weakness. We constantly get affirmations from people we work with, teachers, family and coaches.

Former NZ All Black, Gary Whetton stated:

“One of the best ways of building belief and self esteem for me, was to have someone recognize me and tell me I was capable of doing things. When I was in the seventh form at school, my first-fifteen Coach was also my science teacher. He knew a bit about rugby – his name was Graeme Henry, the All Black Coach.”

“I was a lazy player, a lazy trainer, a bit overweight, and I didn’t do the work that the rest of the team did, but Graeme could see something in me. So, one day he told me: ‘You know Gary, with all your skills, attitude and pace, you could be an All Black one day.’ I said, ‘What?’ He said, ‘You heard me! Think about it!’”

“I went away and pushed it deep down into my subconscious, because I always thought about it! Four years after that, I was an All Black, at a very young age, and Graeme

went on to be an Auckland Coach when I was there, and then an All Black Coach”.

“We still laugh and talk about it. He says, ‘I first told you that you could do that’. And upon reflection – it was very true. I would never have done it otherwise!”

We have a responsibility to strengthen ourselves with affirmations. One of the things that is alarming to me is that children don’t get many affirmations any more. Can you remember the book about The Little Red Engine? *“I think I can, I think I can...”*

It alarms me when I go into office breakrooms, and I see things on the bulletin board like: ‘You don’t have to be crazy to work here, but it helps’, or: ‘It’s hard to be positive when you are up to your ears in alligators’. That is a negative affirmation. We should not allow those things on the walls of our offices; not because we don’t like a laugh, rather, if we put them on the walls of our offices and we read them, we are hanging them on the walls of our mind.

In addition to feedback and an iron-willed determination - if we are to capitalize on these principles, we’ve got to have a fervent desire to reach that objective; a burning desire to be the kind of person who has achieved that which we wish to achieve. Human nature being what it is motivates us based on resources, and we build our desire by being aware of the result; by being aware of the benefit.

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Our willingness; to withstand temporary set-backs, immediate failure and immediate defeat, is in direct proportion to our dedication to a long-term goal or objective, and the benefits we personally receive from those long-term goals or objectives.

So, to ensure we have desire, we should take the time to sit down and say 'If I become this type of person, if I reach that objective, what I do get; what's the payoff for me?'

I suggest to you, when you think about that payoff, and about building that fervent desire, you must recognize something: there are laws of mathematics; there are laws of chemistry, laws of biology, and laws of physics; there is another, lesser known law that determines whether or not we will acquire those things we seek. It's known as **the Law of Compensation**.

Every person who has ever become the type of person to deserves what they want, either consciously or unconsciously conformed to this law. You see, compensation can take many forms, be they financial, or emotional.

*COMPENSATION IS IN DIRECT
PROPORTION TO THE
QUALITY AND THE QUANTITY OF
SERVICE RENDERED*

The purpose of our existence must, in some way, contribute to our fellow man, and in some way, do something to uplift the people we are associated with. If we can apply that to the Law of Compensation... Income of any kind is in direct proportion to the quality and the quantity of service rendered. If we could forget our problems, forget ourselves and concentrate on doing for others, we would all succeed in every area of life.

So, as you consider these Eight Failures and as you begin to develop your plan, go back to the symptoms sheet at the end of each chapter and ask yourself if this is you. If it is, review the chapter and take action to avoid that failure.

Summary Notes for this chapter:

Plan of Action

Personal Symptoms of this are:

- No list of talents, abilities, & achievements
- No serious thought about the future
- Too many objectives
- Lack of direction, easily distracted
- Doesn't plan, or doesn't update plans that are made
- Too worried about producing a complete & accurate plan

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- Does not seek feedback, considers it a weakness to do so
- Expects everything to work fine without any problems
- Thinks fortune will arrive as a result of luck
- Considers that they are 'not the successful type'

Do you have a plan of action?

Is it current?



About Rod Large

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