

PART TWO

THE IMPLEMENTATION of SUCCESSFUL LEADERSHIP

Chapter Five: THINKING (CREATIVE ENERGY) AND GOAL SETTING

The future doesn't just happen - it's shaped by decisions. -- Paul Tagliabue

Cogito ergo sum (I think, therefore I am). -- Rene Descartes

Let's dissect Benjamin Franklin's words "If passion drives you, let reason hold the reigns." Feelings become thoughts, but thoughts also become feelings. Feelings become actions, which become habit. Habits become our character. And as Margaret Thatcher said, "Watch your character, for it will make your destiny."

One of the chief challenges facing leaders is the ability to unlearn, relearn and change their mindsets. The founder and CEO of the extremely successful Digital Equipment Company (DEC), Kenneth Olsen, stated in 1977 that there was no reason for any individual to have a personal computer in their home. This was in the same year Steve Jobs and Steve Wozniak launched the Apple computer to take on the home PC market. Today DEC is not a brand, yet in 2012 Millward Brown rated Apple as the most valuable brand in the world (US\$183b). Jobs and Wozniak were emotional about their brand. And as you will discover, just as they did, that *if you and your group's thoughts don't motivate you into action, then your thoughts simply aren't emotional enough.*

Sometimes a situation is only a problem because it is looked at in a certain way. Looked at in another way, the right course of action may be so obvious that the problem no longer exists. -- Edward de Bono, physician, author, inventor, and consultant (1933 -)

It would come as no surprise, then, that the most admired and repeatable quotations are those to do with the way we use our minds — and with good reason, too. Paul Carroll and Chunka Mui studied the largest business failures in America (1983 - 2008), and found that most were caused by flawed strategies.¹ Surveys like these reveal that leadership requires a complex array of *competencies*. High performing leaders must possess significant cognitive (thinking), emotional (feeling) and behavioural (acting) abilities to cope with their complex environment.²

From splitting the atom to man-made DNA, every significant invention was first germinated inside someone's mind. What's more, the most amazing discoveries have been made by forward *thinking* adventurers, scientists, and leaders who often faced the death penalty or seclusion for daring to challenge the general agreement of the masses.

Thinking with emotionally charged images creates the platform for sustained action. But do not assume that thinking ourselves to success is that easy — it requires *huge* amounts of mental, emotional, and physical energy to create thought images. Emotional and physical energy is then essential to get imagined thoughts implemented.

In a curious way, consciousness begins as the feeling of what happens when we see or hear or touch. Phrased in slightly more precise words, it is a feeling that accompanies the making of any kind of image. -- Dr. Antonio Damasio³

Bertrand Russell lamented, ‘We would rather die than think, in fact we do.’ Henry Ford felt the same way about mental gymnastics when he said, ‘Thinking is the hardest work on earth, which is probably the reason so few engage in it.’ The bottom line is that we need to know how to conserve and build up an excess reserve of mental, emotional, and physical energy so that we may truly and deeply *think*. Our conscious mind or prefrontal cortex (says neuroleadership expert, David Rock) ‘chews up metabolic resources, the fuel in the blood’. Rock goes on to explain why conscious thought is so difficult:

Picturing something you have not yet seen is going to take a lot of energy and effort. This partly explains why people spend more time thinking about problems (things they have seen) than solutions (things they have never seen). It explains why setting goals feels so hard (it’s hard to envision the future).⁴

Furthermore, we need to release ourselves from the captivity of our plethora of debilitating beliefs, and instead, enjoy conscious positive programming for the rest of our lives. We must get our id-ego to relinquish power by completely removing self-pity and the distracting fear that it loves so much. We must consciously seize power by acknowledging that we can *choose* the state we are in.

Take full responsibility for your wellbeing by intentionally steering optimistic thoughts through your mind. Realize that you have the freedom to unplug from negativity and plug into positive conscious thoughts, intent, feelings and purpose, and thus transform a vulnerable subconscious mind into an engaged mind, positively charged for self-realized action.

MENTAL ENERGY

It is not enough to have a good mind. The main thing is to use it well.

-- Rene Descartes (1596–1650) French philosopher and mathematician

To explain our conscious and subconscious mind relationship, imagine the first manmade flight machine – a hot-air balloon: Engaging our conscious mind, the ‘front-burner’ in our prefrontal cortex, we can choose to steer *hot* energised air into our subconscious hot air balloon. Because of these emotionally charged thoughts, altered attitudes then determine the height and direction of our balloon. Without thought, we would be flying blind. In the quiet of the night, consciously release emotionally charged thoughts and they will return like giant homing pigeons in the morning. Thousands of new eggs would have been laid as well, and with daily nurturing, will return as a flock of what you originally released. In other words, put stinking thinking into your subconscious, and bigger putrid thoughts come out. Hence we need to responsibly and consciously generate positive thoughts, as negative thoughts or attitudes are cold air, debilitating our balloon with ineffective air and the inability to lift-off.

We need to be in control of our mind so that with repeated *conscious* effort, we ultimately programme our subconscious powerhouse. Once our subconscious is programmed, it controls everything — our feelings, arousal system, strategic thought, our dreams at night, sleep (or insomnia), and our energy levels. Our subconscious is controlling our thoughts and mood right now; it is our ‘back-burner’ that just gets on with whichever job the conscious ‘front-burner’ once programmed it to do.

Our ability to choose to imagine and program our minds is our distinct advantage over other animals. *This is also our distinct disadvantage when applied negatively.* On an outride, an unimaginative horse is always reluctant to gallop away from the stables, but on the home run, because it knows, and desires exactly what lies ahead, a tired horse easily breaks into a gallop. Even if exhausted, we should be able to rejuvenate ourselves by just *imagining*, and *desiring* of course, what lies ahead.

However, as powerful as attitude is, this part of success must come with a warning. Psychiatrist Dr. Karl Menninger has stated, ‘Attitudes are more important than facts.’⁵ Yet if we believe this statement to be *completely* true — that is to say, success is *all* about attitude — we either have a denial or an id-ego problem. The use of ‘attitudes’ to attain success is only true up to a point. A mule, for example, will never outrun a racehorse, and a racehorse will never out-labour a mule. It does not matter how positive we are, we will never be able to outrun a cheetah. This is delusional over-optimism. But by mere observation, in 80 percent of life situations, attitude does indeed override fact. Attitude is not everything — it's 80% of everything.

Yet over-optimistic mindsets have destroyed thousands of organisations and lives. Manager should first research the macro *and* microenvironments before wielding their optimistic plan of action. It is pointless, and dangerous, for example, to lead people ‘optimistically’ into a hail of bullets. Attitudes are not *always* more important than undeniable facts — period.

In their Harvard Business Review article, *Delusions of Success*, Lavallo and Kahneman cite that individuals exaggerate their talent and overestimate the control they have, and take credit for positive outcomes while attributing negative outcomes to external factors. In short, many executives have big egos, are in denial, and rationalise misfortune in an effort to avoid taking responsibility. ‘Executives routinely exaggerate the benefits and discount the costs, setting themselves up for failure — approximately three-quarters of mergers and acquisitions never pay off.’⁶ When they are winning, insecure executives are often observed saying “I”, but when they are losing, not surprisingly, they say “you”.

One of Jack Welch’s rules of successful leadership is, ‘Face reality as it is, not as it was or as you wish it were.’ Thus, before we think, strategise and act out the plan, we need to first assess *reality*, and only *then* get optimistic!

THOUGHTS

What is worse than being blind is to have perfect sight but no vision. -- Helen Keller

Thought really is the kingpin, the master of our lives, which means we have an enormous responsibility to control what was given to us at birth — our mind, the storehouse of our thoughts. Thomas Sicking expressed it like this: ‘You're not the product of a broken home, a devastated economy, a world in the upheaval of war, a minority group, a family of drunkards, or a poverty-ridden neighbourhood. You are the product of your own thinking processes and whatever you're thinking about today is the cornerstone of your tomorrow.’

Our minds are so powerful they should come with a warning label, a prescribed user manual, and certainly a test kit! No individual, parent, manager, leader, school principal, or politician should be allowed to interact with other humans, especially the masses, until they *fully* understand and respect how they quietly and unconsciously infect others with their thoughts, moods and actions. Honestly, we should be required to write an exam before opening our mouths publicly. But in the same vein, we also need to appreciate the good we can sow by example — and do this intentionally. We know that our attitude largely determines our desired altitude. But do we actually know how to deliberately increase our good attitude using thoughts? That's what the rest of this book is about.

FAILURE - THE GREATEST TEACHER

Neuroscientists have discovered that our minds are hardwired to learn naturally from our past successes.⁷ Similar to the way a plastic surgeon uses silicon rubber to mould a face, so our brain uses past successes to mould our mind. But one of the best ways to achieve success is to go out on a limb and risk failure. It's commonly accepted that we learn more from failure than success.

As an astute teacher of beginners, our snow ski instructor's best tip to us fledgling students was that skiing "is 90 percent in the mind." What he meant by this was that if we *really* wanted to ski badly enough, we would need to risk frequent falls, because with every fall we would gain skill and confidence. He made it clear that falling was the *best* way to learn, because if we weren't falling, we weren't attempting anything new for our brain to embed. "Try, fail and learn." He said. These words alone challenged some of us to change our attitude in regard to falling, and rethink the paradigm of being afraid to make a mistake.

Failure must not be feared but should be reframed, as a necessity for discovering success along the way. Armed with this insight, arguably the least athletically talented woman in our group of new skiers learnt the fastest. Her basal ganglia, through countless trillions of synapses, had more embedded subroutines of data. She gained valuable somatic markers (muscle memory in the basal ganglia) by falling often, but most importantly each 'mistake' was viewed with a positive mindset. It was necessary to fall, she realised, because between the falls were many successes too. She learnt what she was doing right, faster than any of the others, allowing the neuroplastic nature of her mind to mould into a string of new and valuable mind and somatic markers. She also learnt faster than the rest of us what she was doing wrong, and avoided repeating those mistakes.

In the beginning we all looked like newborn moose, but those who had the right mindset and who deliberately allowed themselves to ski outside their instinctive parameters, were skiing properly after four days. The individuals who could not "let themselves go" beyond their narrow mental parameters, progressed only marginally. It was thus evident that those who learnt slowly had restrictive somatic marker marred by negative associations, which further inhibited their learning process. They were scared to fall, held back, and consequently taught their mind and body less. The same mindset advice was given to me when rock climbing: "You need to fall a few times before you completely trust the rope." And once I was comfortable falling, I would risk more difficult moves and initiate the neuroplasticity of my mind in the desired direction.

So our positively framed thoughts change our actions and our positive actions change our thoughts. It is a closed loop. We are, therefore, an accumulation of our past thoughts, feelings, and actions. And we will become what we continually think, feel, and do. It is for this extremely compelling reason that controlling our thoughts and feelings is the most widely documented method of controlling and shaping our lives, and the direction of our organisations. Even our deeply embedded emotions and attitudes, which are more important than conscious thoughts, are primarily formed by thoughts.

Without changing our pattern of thought, we will not be able to solve the problems we created with our current patterns of thought. -- Albert Einstein

A goal needs to have big emotional "whys," and then the "how" (plan) will be tirelessly executed. Backed by our abilities, if we can envisage the finish line and sense the reward, we can achieve astonishing heights.

The Great Wall of China and the Great Pyramids were built because the nations had huge “whys” to start and complete the projects.

So if conscious thought is the ‘master’ and our unconscious mind the ‘slave,’ we need to master our thoughts and emancipate ourselves. We need to then rely on our infinitely more powerful unconscious slave, our conscious thought-multiplier, which hinges on what images we choose to pass through it. Our magnificent unconscious then slaves day and night, seeking to create the physical equivalent for us. Our unconscious is so obedient that it takes any conscious command, negative or positive, and gets to work on multiplying the depth and breadth of the implanted seed. It cannot differentiate reality from fantasy, which is why, in the beginning, we can even “fake it until we make it.”

But to be realistic, we need to match talent and skills with actual opportunities in our outer-environment, and then daily invest heavily in this thought-multiplying process. By planting this conscious seed in the fertile ground of our unconscious, we will feel increasingly empowered by the exponential feedback from our AMS (ref. Chap 2). This is the beginning of a disciplined thought process that fuels our deliberate transition to success. Though fuels our feelings.

Elite athletes invest thousands of hours in getting their mirror neuron system to emulate their desired performance on the day. Look at how the world’s best sports’ talents *deliberately* created their present success by initially *envisioning* their future — they had a positive self-image of winning and the mirror neurons and ideomotor effect assisted on the day:

I always believe I can beat the best, achieve the best. I always see myself in the top position. -- Serena Williams, female tennis champion

My mind is my biggest asset. I expect to win every tournament I play. -- Tiger Woods
(Yet on 5 May 2010 (BBC) Tiger Woods admits that his private life turmoil is the cause of his severe loss of form as a golfer. Years before this, the emotional trauma of his father’s death also affected his form.)

To be a champ you have to believe in yourself when no one else will. -- Sugar Ray Robinson (1921–1989), professional boxer

PERSISTENCE

The Oxford definition of persistence is, “Continuing to do something in spite of difficulty or opposition.”

Why have some people read *all* the books, know what to do, *but* just do not do it? And others have such incredible stickability to complete a task once they have started? And when at their lowest ebb, how do some individuals relentlessly keep refuelling to conquer the next obstacle, and yet others quit and give up and underachieve? Why are some so good at solving problems way beyond the immediate ones? Why can some find their reserve tank and others can't?

It is because winners have a deep knowing. They have a relevant and exciting vision, a belief in themselves, and a desire for what they really *want* to happen. Desire is not just a thought — it is a strong *feeling* of wanting to act — it's attitude.

Hope is made of “good intentions,” but hope fuelled with strong desire can fuel the necessary action. These people, who have discovered what ignites their hearts' desires, are fuelled with unstoppable energy to act again and again. They have authentically aligned their mind and soul with their engagement, simultaneously encouraging and energising their psyche for further action.

Thought Multiplying Rules	
1	The more <i>emotionally</i> loaded the thought or goal is, the bigger the multiplier effect. Feeling fuels action. The more aligned your talent and skills are to the goal, the easier it is to emotionally believe in the envisioned outcome. But your vision must be exciting. You must consciously know — and desire — the rewards!
2	The more <i>often</i> you pass positive images or thoughts through your conscious mind, the more fuel you feed your unconscious. So typical of New Year's resolutions, goal setting is <i>not</i> a once-off exercise but must be continuously revisited and repeated. The more frequent your thought input, the more your unconscious snowballs in the direction of your goal.

Delving deep into what successful people do, *Time Magazine* (Feb 2006) featured an article suggesting that what creates this desire or ambition to succeed, reducing it to a common ‘gene’ called persistence, observable as activity in our limbic brain region. Interestingly, everyone has the capacity to find their ambition, according to *Time*, but unfortunately not everyone delves deep enough to find out what it is they *really* want. When we throw fuel onto a tiny open flame, we have an explosive “vooff effect” and it is this that *Time* describes as getting our “pilot light lit.” We have got to find this desire, (bang!), to enable our persistent ‘gene’. That is our homework, to align our mind with our heart's desire.

Britney Spears, for example, knew at a young age that she wanted to sing. She had a strong desire. By age four she would lock herself in the bathroom, line her dolls up in the bath, and sing to them. She would imagine the crowd erupting in applause. It is this ability — to imagine and speak to ourselves, encourage ourselves, and picture ourselves — which separates us from the animal kingdom.

The Three Stages of Persistence: 1) thinking; 2) feeling the desire; and 3) acting:

"What you have to do and the way you have to do it is incredibly simple. Whether you are willing to do it, that's another matter." -- Peter F. Drucker

I love Drucker's above quotation because he understands that the easy part of success is the *thinking* part; the difficult part is taking thoughts to the next level of *feeling* it, the level necessary to ignite persistence and passion for moving forward. The distinctive characteristic of persistence is so emphatically important in preparing for success that US President Calvin Coolidge highlighted it as follows:

Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan "Press on" has solved and always will solve the problems of the human race.

At the heart of persistence is a strong belief, a strong will. Napoleon Hill suggests that 98 percent of people cannot achieve success because they do not have a firm enough belief.⁸ This sentiment is also echoed beautifully by this Chinese proverb: "Great souls have wills; feeble ones have only wishes." So, let us look at transforming a mere wish, a thought, to the deeper energy level of belief, of will, of *persistence* so necessary for personal or organisational success. The three stages of doing this are thinking, feeling, and acting. But first start acting by getting your thoughts onto paper. To save limited mental energy, David Rock suggests "get the concepts out of your head and into the world".⁹

Stage #1: Wishful Dreams	Stage #2: Deep Desire	Stage #3: Plan and Action
<ul style="list-style-type: none"> ➤ Thoughts ➤ Hopes ➤ Dreams ➤ Wishes ➤ Visualisation ➤ Imagination ➤ Ideas <p>But mere thoughts are not enough. They need to be aligned with what you <i>really</i> want. Thought without desire will be brought to naught.</p> <p>When we have strong hope – a real chance to win – we are more likely to act.</p>	<p>When you know that your <i>thoughts</i> are aligned with what you truly want, mere thoughts, hopes and wishes turn into <i>feelings of desire</i>:</p> <ul style="list-style-type: none"> ➤ Ambition ➤ Belief/faith ➤ Desire ➤ Passion ➤ Drive ➤ Determination ➤ Willpower ➤ Vooff Effect <p>Vooff is the ignition you hear when you pour the "fuel-of-desire" onto a tiny flame of thought.</p>	<p>Do not be fooled that wishes come true by fuelled thoughts alone. Write out a detailed <i>plan of action</i> and use this to turn your ambitious desire into reality. Written words are more powerful than words in your head. When hope becomes a doable plan, it is not just hope anymore, it's reality.</p> <p>This is the stage that must be regarded as a separate project. Plans do not just come to us in a flash; we must sit down and write them out. As soon as we write thoughts down and get them out of our head, they magically start appearing very real.</p> <p>Writing sculpts thoughts, and a second "vooff effect" occurs. Tiny thoughts and desires become even more desirable once we <i>see</i> our realistic (but written out) plan of action. Careful planning, which makes our AMS extremely alert, inspires us to act.</p>

Problems that are created by our current level of thinking can't be solved by that same level of thinking. -- Albert Einstein.

IMAGINATION

Imagination is more important than knowledge. For while knowledge defines all we currently know and understand, imagination points to all we might yet discover and create. -- Albert Einstein

If you think, then you are imagining, visualising and dreaming. But when you are thinking *and* feeling, your imagination goes much deeper. Imagination, accompanied by deep feelings, drives average people to unimaginative heights. Imagination changes our perception of reality. Imagination changes our perception of failure and gives us renewed hope. It drives people to poetry. Imagination allows us to see the future finish line and excitedly work it backwards to today. It is imagination that sets our will into motion in the first place.

On a very practical level this means that we constantly act on the images we have, and in particular the images of the future (what we expect the future to look or be like). In doing so we help create the future in which we eventually live. It is thus the task of leaders to provide people with images of hope and visions of progress, to guide them towards a preferred future." Manie Bosman, Leadership Consultant, (March 2012)

Business professors Heike Bruch and Sumantra Ghoshal suggest, "As we move forward into the future, the task of any purposeful leaders is becoming, more and more, to cultivate a company of action-takers by orchestrating people's imagination and willpower" and "The first and foremost task of a leader then, is to engage his or her willpower, and unleash that power on others"¹⁰ To explain how to build your followers' willpower, Bruch and Ghoshal quote French World War II pilot, Antoine de Saint-Exupery: "If you want to build a ship, don't drum up your men to go to the forest to gather wood, saw it, and nail planks together. Instead, teach them the *desire* for the sea."

But waking up one day and simply making your mind up, or *willing* yourself to success, is unfortunately an overly simplistic and monolithic approach to achieving your calling; what trumps our will is the depth of our *imagination*. Maxwell Maltz has said, "For imagination sets the goal picture which our automatic mechanism works on. We act, or fail to act, not because of will, as is so commonly believed, but because of imagination." Thus the old saying "Where there is a will there is a way" is not entirely correct. John Kehoe says, "When the imagination and will have conflict, the imagination always wins." This is because imagination has no end and is the bedrock of superior strategies and plans, which is why Einstein said "Logic will get you from A to B. Imagination will take you everywhere."

It is our imagination that must delve deep into the depths of who we really are and what we really want. And it is our imagination that soars high above a narrow-minded will and blossoms into a will that is multidimensional, intelligent, and firmly connected to a greater life purpose. It is our will that opens up a sluice gate, but imagination flings it open even wider. It is this deeply imagined *will* that connect us to a deeper spiritual source for a lifelong journey of wellbeing.

So it is *how* we imagine, think, visualise and dream that matters. This is why Mozart's love of composing, even after his children died of starvation, was able to pull him through tragedy. He was able to draw on his reserve tank; his advice was "Neither a lofty degree of intelligence nor imagination nor both together go to the making of genius. Love, love, love, that is the soul of genius." We need to think *and* love what we do; this irons out obstacles for sustained action.

PURPOSE

Nothing can bring you peace but yourself. Nothing can bring you peace but the triumph of principles. -- Ralph Waldo Emerson

We must be true to our deepest principles, our authentic core values, and our core purpose. Just as all successful companies have visions, missions, values and goals, so should the purposeful life and leader. A vision is where the company eventually wants to be — the long-term goal. The mission, then, is the plan, the ‘how’ to achieve that vision. It’s achieved by setting stretch goals — big hairy audacious goals (BHAGs).

A **mission** consists of three crucial components: a clearly defined *core purpose*, guiding core *values* and *BHAGs* to achieve that core purpose, and if these three components are achieved, the company is likely to eventually achieve its long-term vision. Thus, as we could imagine, not knowing and believing in a company’s mission will destroy a firm’s purpose, teamwork, morale and focus. It is like leading a country without a guiding constitution. Similarly, being out of touch with what we really want is a lukewarm life, which leads to a low self-worth. And what’s more, if we do not know what we stand for, we leave ourselves vulnerable to fall for any old idol, susceptible to anyone’s values. But by finding our unique calling, a repetitive mundane existence can easily be replaced by a new exciting purpose, inner peace, and improved self-esteem. When we behave inconsistently with our thoughts, feelings, beliefs and values, we experience a negative pressure or what psychologists call *cognitive dissonance*. Even though we seldom articulate it, when we experience this negative state, we know something is wrong. Leaders should know that when a follower is forced to behave contrary to their belief and value system, they feel dissonance.

Happiness is when what you think, what you say, and what you do are in harmony.

-- Mahatma Gandhi

Purpose is intentionally applying our natural talents to achieve the calling of our choice. This mission requires *being* who we authentically are whilst *becoming* the best version of that. Achieving our unique purpose may take a lifetime of effort, but because we have the necessary talents and passion, our devotion will not only feel effortless but the journey will be fulfilling too. Contrarily, attempting to achieve someone else’s purpose will require hard labor and unfulfilled effort. French physicist and two-time Nobel Prize winner, Marie Curie said, “We must believe that we are gifted for something, and that this thing, at whatever cost, must be attained.” So start investing in yourself and discover your purpose. Or, if you don’t believe in purpose, then *consciously* decide to not have a purpose – at least then your purpose is purposeless but on purpose.

For many, their ultimate purpose is to serve others, their family and community. For others, their purpose is to live, work, play, and exercise.

Our calling may need to be fine-tuned throughout the different stages of our lives, but one thing is certain, if the discourse in our heart is discontentment with our current engagements (cognitive dissonance), if we have a deeper yearning for something better (consonance), then consider seeking out a deeper purpose or “why.” Besides changing what we do, one alternative is to reframe our attitude towards our current lot in life; but living a counterfeit life may unravel our soul sooner than later. So we must be blatantly honest with ourselves, search for our authentic calling and ask, “Over the long term, what do I *really* want? Who am I? Where am I now? What do I want to achieve in the future? What really is my purpose?”

When we have the answers, we must work backwards to the present. For example, if our long-term core purpose is financial independence, then we will value experience and a relevant education, and thus find more meaning in the current training we are receiving. If a schoolteacher's calling is to teach young kids (which pays terribly) and also travel (which is expensive), she may need to make money doing something else first. With her bond paid off, a woman I know has done exactly this; she now teaches and then travels during school holidays. Or if you want to start and run your own business, then putting up with your current employer to gain valuable experience suddenly has new purpose. Andre Agassi claimed to have hated tennis but valued making such a living. So if we are slogging away at something that we can link to our long term calling, then mundane activities take on a deeper meaning. Dream, imagine, visualise! Choose your purpose. Then plan. Then act.

Knowing and clarifying our unique values gives life much more meaning and guidance. Once we are excited about our broader purpose in life, we can better choose and understand our specific values.

Complete the following exercise to start discovering your life's core purpose and guiding values:

My career choices that I would love to pursue are:
The happiest I have ever been was when I was engaged in:
Describe your perfect day:
If I nurtured my innate talents and used them to make money, what work should I be doing? What is my calling? What do I love about my current work?
What do I dislike most about my work right now?
What do I dislike most about my life right now?
Where and on what do I most enjoy spending my money and time?
What would I most want to be remembered for? What do you want Google to say if someone typed in your name?
What engagement would best achieve a healthy life balance?
What is my <i>principle</i> value in life that guides all my other values?
What are my <i>other</i> special values, ideas, morals and beliefs? (E.g. integrity, freedom, independence, health, wealth, lifelong learning, happiness, fun, belief in God or a power greater than yourself, peace, love, salvation, comfortable life, family security, success, courage, democracy, humour, self-respect, self-esteem)

In one sentence, what is your calling or purpose that you would most like to achieve?

Another proven exercise to flush out your true values and/or purpose is to ask “why” five times. Mandela could have asked 1). Why was I in prison? Because it mobilised the masses. 2). Why did I want the masses mobilised? Because that put the apartheid regime under pressure? 3). Why did I want that? Because I needed to negotiate with the ruling party? 4). Why did I need to negotiate with the ruling party? Because I needed them to re-write the constitution? 5). Why? Because I *value* my people’s *freedom*. Mandela’s core value is therefore freedom.

CLARIFYING YOUR VALUES

If you don't stand for something, you'll fall for anything. -- Les Brown

Although you may not be aware of it, everything we do is governed by your values. But do you know your unique combination of values? Values are the stabilising pillars and unique rules by which we live and attain our purpose. Values guide us in our journey of being and becoming. And again, if we do not have this, we become remote controlled by our id-ego and other people’s values. Without decent values and principles, countries, families and individuals are run by the id-ego, and like an uncultivated field, are vulnerable to the invasion of weeds; easily corrupted. Imagine valuing hate more than love, pleasure more than integrity, or power more than freedom. But equally as dangerous, imagine not knowing or clarifying what you value or stand for.

Social psychologist, Milton Rokeach (1918-1988), in his book, *The Nature of Human Values* (1973), observed that whilst we are busy attempting to arrive at certain *terminal values* (there are 18), we simultaneously cherish certain *instrumental values* (there are also 18).

Rokeach's Terminal and Instrumental Values

Tick just five terminal and five instrumental values that are most relevant to you.

Terminal Values (x18)		Instrumental Values (x18)	
Tick	A world at peace (free of war and conflict)	Tick	Ambitious (Hard-working, aspiring)
	Family security (taking care of loved ones)		Broadminded (Open-minded)
	Freedom (independence, free choice)		Capable (Competent, effective)
	Equality (brotherhood, equal opportunity for all)		Cheerful (Light-hearted, joyful)
	Self-respect (self-esteem)		Clean (Neat, tidy)
	Happiness (contentedness)		Courageous (Standing up for your beliefs)
	Wisdom (a mature understanding of life)		Forgiving (Willing to pardon others)
	National security (protection from attack)		Helpful (Working for the welfare of others)
	Salvation (saved, eternal life)		Honest (Sincere, truthful)
	True friendship (close companionship)		Imaginative (Daring, creative)
	A sense of accomplishment (a lasting contribution)		Independent (Self-reliant, self-sufficient)
	Inner harmony (freedom from inner conflict)		Intellectual (Intelligent, reflective)
	A comfortable life (a prosperous life)		Logical (Consistent, rational)
	Mature love (sexual and spiritual intimacy)		Loving (Affectionate, tender)
	A world of beauty (beauty of nature and the arts)		Obedient (Dutiful, respectful)
	Pleasure (an enjoyable leisurely life)		Polite (Courteous, well-mannered)
	Social recognition (respect and admiration)		Responsible (Dependable, reliable)
	An exciting life (a stimulating active and adventurous life)		Self-controlled (Restrained, self-disciplined)

The table below is an example of one person's terminal and instrumental values.

Terminal Values: What I want to experience most for a fulfilling life, and I don't mind putting in the effort to achieve this.	Instrumental Values: The way I want to conduct myself whilst achieving my terminal values.
Inner harmony (self-esteem) Health Financial independence Family security Travel & adventure	Integrity Honesty Respect Morality Cheerful

The beauty of first understanding what values actually drive us at a deep emotional level is that when goals are set, these goals are then firmly energised by our deepest source. When we consciously *know* what we really want, we have a source of energy for sustained action. Values guide us at our deepest level.

A life coach who sets goals for a client who is uncertain of what drives himself at his deepest level (i.e. the client's core belief and value system) may be setting him up for failure. A life coach should not proceed with a client until their values are clearly and *consciously* established. Phenomenally consciousness values carry weight enough to change our habits. The coach should facilitate this opportunity for the client to experience their *true self*. Superficial goals, or goals assigned by others, will likely feel inauthentic and thus the client will not have the emotional buy-in necessary for persistent action. People support and implement what they co-create. Without certainty of our unique 'internal' purpose and values, we may inadvertently be attempting to achieve someone else's purpose and values. Also, because we are so often faced with numerous alternatives and crossroads in life, the person or organisation with clear values will make the swiftest and surest decisions.

Interestingly, all of us have unconsciously inherited values from the society we were born into, but it is the conscious decision to adopt or drop a value that makes all the difference. Whilst running the long marathon of life, the individual who knows himself with the most clarity and certainty and satisfaction feels most fulfilled along the journey.

Psychiatrist and neurologist Victor Frankl observed that only two races of people exist: decent and unprincipled. Those who know and hold their values close to their heart are principled, enthusiastic, motivated and committed to their work. They think and feel before they act, and thus do not let the enemy-id take over. They have a sincere "why" to act, so decisive action comes swiftly. Values, then, guide our action.

Besides looking at Rokeach's terminal and instrumental values, another way to flush out what we really want is to follow Stephen Covey's advice. What do you want others to say about you at your own funeral? List these values or characteristics in order of priority, and then observe how both large and small decisions for life and in business are more readily made in accordance with these deep characteristics.

Companies that have internalised appropriate values in their mission statement, and who work according to them daily, are *much* more profitable than those who do not. This is because when a firm's goals are aligned with the values that the people are emotionally attached to, those goals are tackled with an intensity

of energy not found when goals and values are vague. The same benefit is evident in a value-driven life – the individual, too, will be far more energetic and ‘profitable’. The Gallup organisation has found that values are so engaging they have included them in the Q12 Engagement questionnaire.

Without strong values, productive leaders like Ghandi and Mandela would have lost their identity and their names and goals would have withered away before they had freed their nations. Like salt is to the sea, values are to our behaviour.

In 1985, as a prisoner, Mandela displayed such honourable character when he said, “I am not prepared to sell the birthright of the people to be free.” He was clear about his purpose to free his people, but it was the abiding values of respect, compassion, courage, commitment, and self-discipline that guided him in his purpose, which contentedly kept him in jail for 27 years. Rooted in purpose and clear values, Mandela *knew* his authentic self — his guiding source. He was consciously aware of his values. He was the captain of his own ship. He did not succumb to living according to other people’s values. Driven by his unique source, he was happy, fulfilled, and productive. Never once did he wonder why he was in jail.

A good head and a good heart are always a formidable combination.

-- Nelson Mandela

In their quiet anxiousness, leaders without values are confused, out of control, and susceptible to leading according to someone else’s values. And because their actions are not in line with their personal values, a life led this way will feel stressed, unproductive, and inauthentic. The life that is lived according to someone else’s values is a second-hand life.

When you love and value what you do, intense discipline happens effortlessly.

Our values, then, fuel, ignite, re-fuel, and re-ignite our every action. And it is by consciously knowing our values that we will have direction in all situations. To a country, values are its law and order. And the first telltale sign of a country in decline is when honest and ethical values are traded in for dishonest and deceitful values. Integrity is traded for greed, corruption, slothfulness, incompetence, and chaos. The consequence? Long-term immorality, gloom, wailing, shame, guilt and the eventual collapse of that society. But the outcomes of abiding by values like integrity are long-term order and wellbeing. Strong individual values lead to strong family values which then lead to a nation with unshakable values.

As mentioned previously, electrical power is measured in watts. **Watts (power) = voltage x current.**

The more watts, the more work that can be done. If we had to measure our attitude or behavioural intentions in watts, it would be the size of our *thoughts* multiplied by our *feelings* (the energy created by the depth of our belief). The more watts of attitude, the more work can be done.

Attitude (Intention to act) = Thoughts (focus) x Emotions (energy from our beliefs and self-belief)

GOALS

What a man can be, he must be. Abraham Maslow 1954¹¹

If managers and leaders spent just a fraction of the time planning their own lives that they spent planning their organisations' futures, they would make better leaders and partners. If a creative director spent just 1 percent of the time he spent designing an ad-campaign, he would make a better manager, parent and partner.

Research proves that we are instinctively goal-directed beings, whilst – simultaneously – we inherently long for and seek a deeper meaning in life. In fact, people are meaning-seeking like no other species on Earth and, unless the vacuum in us, that is purpose-driven is filled, we feel unfulfilled and listless. Fulfilment, clarity and contentment are necessary to our wellbeing. If we do not have them, we crave them. The bigger our unfulfilled desire, the more anxious and depleted we feel. Consequently, we *must* live our lives on track to achieve our personal vision. In so living, the resultant feelings of contentment and fulfilment not only conserve but also regenerate our inner energy, thereby giving a frail person or an unstable organisation the robust strength to seize and enjoy the high quality of living ahead. This applies to both individuals and organisations: both excel when guided by distinct vision, values, purpose, and goals.

Goal setting is key for both the private individual and organisation. Once we know our long-term purpose and our guiding values, only then does it make sense to start setting relevant goals to achieve that unique calling or vision. Although it is difficult to find that perfect life balance, as individuals we should at least aim to balance our wellbeing goals in six crucial life areas: 1. Physical health, 2. Emotional and spiritual health, 3. Career satisfaction, 4. Financial security, 5. Family and social relationships, 6. Hobbies and recreation.

Goals and a healthy self-esteem are inextricably intertwined, and as lack of self-esteem is the most common disease on earth, we should all be goal-setting and goal-achieving. Happiness and a deeper meaning of wellbeing is a by-product of goal-directed engagement. If we are truly living our passion and loving what we do, holidays and breaks may feel like unnecessary intrusions.

Some goal areas, like career and finance, overlap heavily; however, they should be evaluated separately. You may, for example, love your career but have no money left to pay your mortgage, which is why financial goals should be considered separately from career goals. Setting attainable goals in all life areas, for instance, contributes to your spiritual health and overall wellbeing. You may be physically healthy but, because of your draining relationships, feel spiritually shattered. Hobbies can get you in touch with your soul, while helping you meet social needs too. Meeting your financial desires can fund an unforgettable family holiday. Likewise, if you have not maintained your mental and intellectual goals, you may lose your job, impacting almost all other life areas. If you tackle your spiritual goals you will automatically feel happier, more at peace with yourself and the world, and physically and emotionally stronger, which will free up energy to tackle other goals. The secret to this all? Setting balanced goals in *all* six areas of wellbeing.

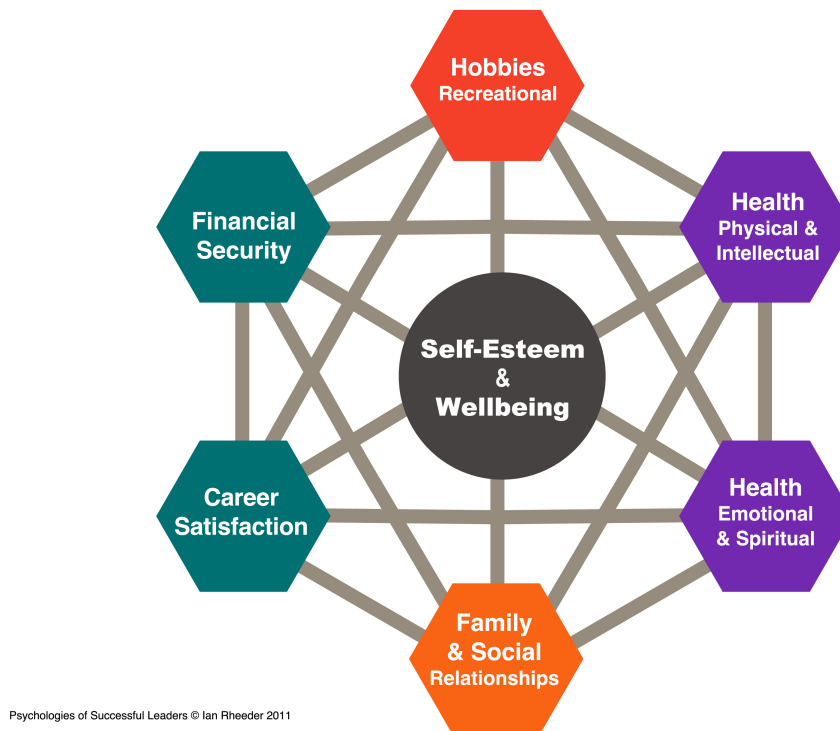


Fig 5.2: A Model for Wellbeing

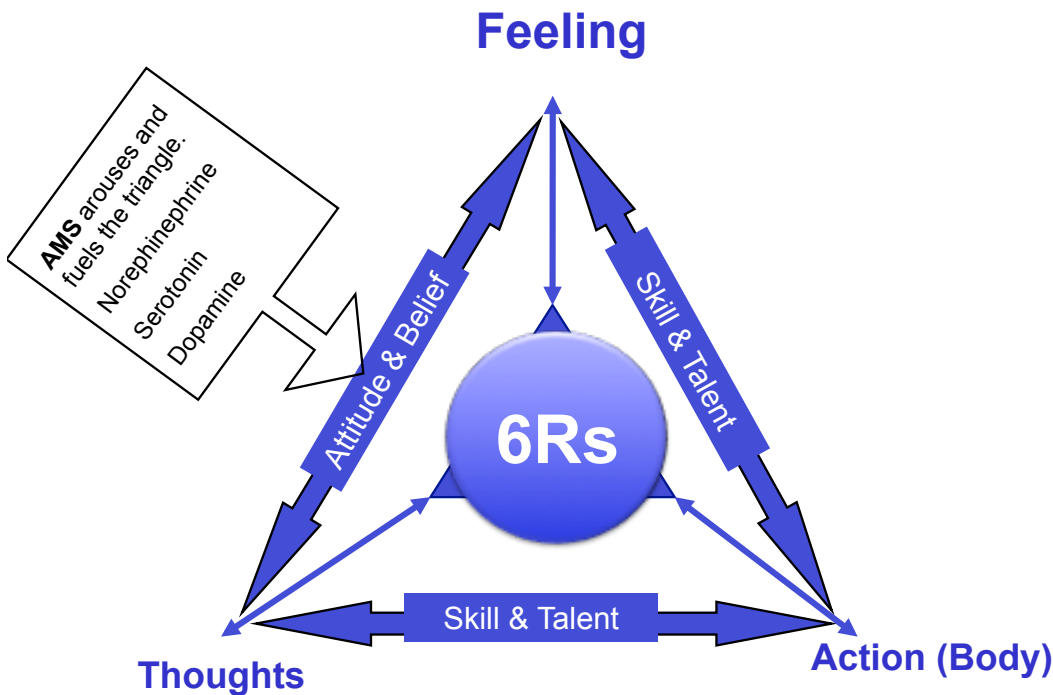
All human action is goal-directed; however most of us do not take control of this, but inadvertently allow nature to unconsciously sway our energy in the most primeval id-ego way. Why not come to grips with what you *really* want and consciously go out and get it yourself? Why rely on the lotto, your horoscope, the fall of the dice, or the basic human id-ego drive that the masses so commonly rely upon for survival?

Find out what will make you flourish, and do it! Create ideas in your head first (*dream* an exciting *vision*), then research it, then create your reality through goal-setting and a written and focused *to-do-list*. This advice is as appropriate for an entire organisation as it is for an individual.

The 6R guidelines for goal setting:

Goals must be **Researched**, **Realistic**, **Relevant**, **Rolled-out**, **Reassessed**, and then **Reloaded**

Imagine Robin Hood facing twenty warriors. First he would **research** his environment and find a **realistic** target at which to aim his first arrow. He would also consider aiming at the most **relevant** targets first. He would then need to **rollout** this plan through action, as aiming without releasing the arrow is not enough! Energy is required to load the bow, and with enough *belief* and *optimism*, he *surrenders* the arrow to the target. As soon as the arrow is released, however, he immediately **reassesses** and **reloads**.



AMS: Ascending Monoamine System (ref. chap 2)

Fig 5.2: 6Rs at the Heart of Goal Setting

6Rs	Guidelines for Goal-Setting	Persistence
Researched	<p>Clearly researched and thought-out vision, values and purpose (assess the situation). The more specific your goal statements are, the easier it is for your subconscious and super-conscious AMS (ref. Chap 2) to start 'attracting' what you envisioned into your life. Fuzzy visions, plans and goals, without timelines, are not motivational.</p> <p>Clarity (focused vision) is what your AMS wants. Goals must be measurable or you will not know if you are on track to achieving them. When you can witness that every effort put in today is drawing you nearer to the finish line, that is motivational!</p>	Thinking
Realistic	The eagle is successful because it quietly <i>researches</i> from a high vantage	Feeling

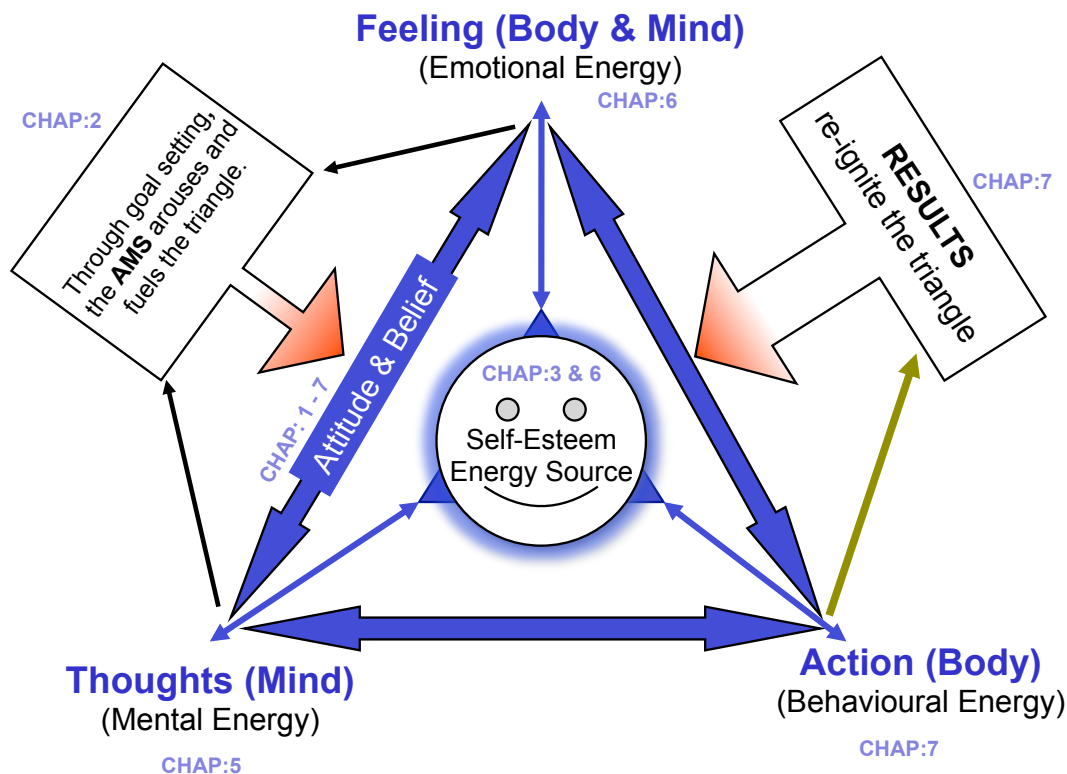
	<p>point. We, too, need to have a realistic expectancy of attaining goals, of “Yes, I can do it!”</p> <p>When goals are clearly planned, defined, refined, specific, and perceived to be <i>reachable</i>, they are accompanied by positive feelings and high energy (creative tension). <i>If</i> after 20 years of voice training you do not crack the choir audition, there is a lot of wisdom in “throwing in the towel!” Why not attempt something else? In other words, we need to assess our current reality with respect to our researched vision. The gap between this vision and current reality, if realistic, gives us “creative tension” to take and maintain the first and following steps! Thereafter, over the years, by setting many more realistic goals, we attain ‘unrealistic or impossible’ goals over a lifetime.</p> <p>Do not deceive yourself. If deep down you believe that your goals are unattainable, your AMS will not be triggered to be attentive of the bi-vi-ronment. Attainable or realistic goals carry motivational energy (creative tension) because we <i>know</i> that they are achievable!</p>	
<p>Relevant</p> <p>“Marching to the beat of your own drum”</p>	<p>You must “own” your goals. Emotionally relevant “whys.” “Yes, this is my purpose!” When goals are relevant and aligned with our own vision, purpose and values, they are again accompanied and reinforced by positive feelings. The more reasons or “whys”, the more motivated to act you will be. You must have a soul igniting movie playing inside your head.</p> <p>Relevant goals carry with them motivational energy (creative tension). Thinking with these emotionally charged images creates the platform for sustained action. Thus as you near goal achievement, “creative tension” fast becomes “tension of anticipation” (or the itch of anticipation feels like it’s been scratched).</p>	
Rollout	Once the above three Rs are clarified, a to-do list (plan) needs to be rolled-out ASAP. Identifying start and completion dates creates a mood of urgency. If you miss your target ,then do more Research (Reassess) and Reload.	Acting
Reassess	Research and Reevaluate your paln	Thinking
Reload	Rollout again	Acting

Happiness is a by-product of goal-directed engagement... chasing your vision and purpose.

Tips for personal and organisational goal-setting:

- Take at least a day off and get to grips with *who you are*, *where you are at*, and your new *destination*. Do not just choose any goals; you must find them from deep within, otherwise your life will be a case of the “wings flapping the bird,” and you will get nowhere fast. Find your calling and you will love the journey.
- For wellbeing, balance your “Master Dream List” with goals from all life areas. What worth is success if you do not have your wellbeing and reputation intact?
- Realize that self-inflicted ‘pressure or creative tension’ is a choice. Link your goals to your passion and the tension will stimulate more ideas, and soon your sacrifices will feel more like fun than work. This *creative tension* then will soon become *calm energy*.
- Plan short, medium, and long-term goals. Great living is all about your long-term vivid *vision of achieving your core purpose*.
- Write a clear Goal Statement on paper or your PC. Your prefrontal cortex takes clearly written goals far more seriously than when left to fade into the grey of your mind. Do not, for example, state “I will lose 5 kilograms,” but write down what you are *currently doing* to lose 5kg, (i.e. exercise, diet, and time allotted to lose 5kg). Do not write “I want to be financially independent.” Visualise what it would feel like to be financially independent, but state what you are *personally, positively and presently doing* to become financially independent. A production manager could say, "To become ISO 9001 quality approved, I'm loving spending a quality hour everyday with my production staff."
- Review written goals weekly and visualize yourself achieving them. Savour the accompanying future emotion in the *present*. Make pocket-sized affirmation cards to review your goals constantly.
- Invite regular feedback from people you trust.
- Compete only against yourself, but always do your best.
- Celebrate your progress and log it on your Gratitude List on your PC's desktop.

Goal Statement: (Vision)	"To lose 5kg, I'm loving making the time to go to gym and eat healthily."
Start date:	Target completion date:
Focus on the benefits or rewards of achieving my goal? What are the 'whys' for sustained action?	(Emotional Whys ?) Once we have a clear goal and a reason to achieve it, we are motivated to act. ➤ ➤
Know the penalties of <i>not</i> achieving my goal.	(More Emotional Whys , but focus on the above benefits.) ➤
Action plan to achieve my goal Sub-goals and sub-deadlines: As the environment will change, you need to be flexible on the 'how' process. Regular review is necessary. Always look for new solutions. Remember that the 'whys' above will fuel your energy levels to achieve your focused goals.	(How?) 1. 2. 3. 4.
Who can assist me? (How?)	
What are the obstacles or interferences in my way? You will need to 'stretch,' sacrifice, and pay a price for success.	1. 2. 3.



The Golden Triangle of Systemic *Energy*

Fig 5.3: The Golden Triangle of Systemic Energy (a framework for thinking, feeling, action, and results).

But as we shall investigate in the next two chapters, having great ideas will not mobilize you and followers to action. For that you need to generate an “emotional engagement” with the idea; only then will sustained action take place. The action steps you will take are simply an external manifestation of the processed internal feelings. Managing the external environment will only give you short-term results, but managing your internal feelings will bring long-term success.

Key Takeouts: THINKING (CREATIVE ENERGY) AND GOAL SETTING

- Before we think, strategise, and act out the plan, we need to research reality (the first R of the 6Rs), and then, using our creative tension, get optimistically fuelled.
- Goals must be: **R**esearched, **R**ealistic, **R**elevant and **R**olled-out. Then of course, **R**eassess and **R**e-load.
- Through 6R goal setting, our AMS spawns dopamine, serotonin and norepinephrine in our veins.
- Almost every significant man-made invention was first created inside someone’s mind.
- Thinking with the right images intertwines our feelings and actions.
- Realise that you have the freedom to unplug from negativity and plug into positive conscious thoughts, feelings, and purpose, and thus transform a vulnerable subconscious mind into a mind positively charged for self-realized action.
- Release emotionally-charged thoughts and they will return like giant homing pigeons.
- Once our subconscious is programmed, it controls everything.
- When we know that our *thoughts* are aligned with what we truly want, mere thoughts, hopes

and wishes become fuelled *feelings of desire*. But we cannot be fooled by focussed thought alone; rather we must write out a detailed *plan of action* to turn ambitious desire into reality.

- As soon as we write our thoughts down and get them out of our head, they magically start appearing very real. Writing sculpts thoughts into a plan. Plans put calcium and flesh onto the rickety bones of the transient thoughts in our prefrontal cortex. Emotionally relevant and doable plans galvanise us into action.
- Goals must be clear, written and stated in the present tense. Without this, our subconscious mind and AMS will be confused.
- Being out of touch with what we really want is a lukewarm life that leads to low creative tension and a low self-worth. Life, right now, must be relevant – full of creative tension. By finding our unique calling, a repetitive mundane existence can easily be replaced by a new exciting purpose, inner peace, and improved self-esteem.
- Self-leadership is energizing *yourself* to achieve your exciting purpose (you are your first follower). Leadership is energizing *others* to achieve an exciting *common* purpose.
- If our actions are not in line with our personal values, life will feel stressed, unproductive, and inauthentic. Everything we do is governed by values. If there is no synergy between your values (what you truly believe in) and your actions, you will run out of energy (creative tension).
- Attitude (Intention to act) = Thoughts (focus) x Emotions (energy from our beliefs and self-belief)
- Happiness and a meaningful life is a by-product of goal-directed engagement.
- Setting balanced goals in all life areas contributes to your spiritual health.

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