

Handbooks for Entrepreneurs

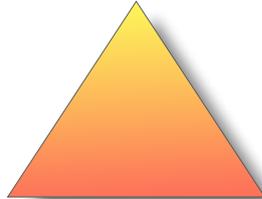
The  
**Self Leadership**  
Report



**Xtreme Skills for Busy People**

# Handbooks For Entrepreneurs

“The Self Leadership Report”



Xtreme Skills for  
Busy People...

**By Chris Walker**

## ABOUT THE AUTHOR

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He has nine published books and continues to write on Nature Based Balance for Entrepreneurs.

Walker spends three months each year in the high Himalayas of Nepal taking private groups and individuals on personal journeys to the two highest non-technical trekking peaks in the world.

When at home in Sydney, Australia, Walker consults to individuals and small business on improved productivity, human development and lifestyle planning. He keeps himself fit paddling his sea-kayak around the oceans of NSW and trekking.

**ALSO BY CHRIS WALKER**

*The Xtreme Stops Report*

*The Self-Leadership Report*

*The Relationship Report*

*The Why am I Single Report*

*The Vitality Report*

*The Personal Harmony Report*

*The Inspired Vision Report*

*The Innerwealth Report*

*The Staying Young Report*

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While every attempt has been made to provide information that is both accurate and proven effective, the author, and by extension, the guide, makes no guarantees that the remedies presented herein will help everyone in every situation. As the symptoms and conditions for each person are unique to individual histories, physical and mental conditioning, body type and the specifics of mind Spin, successes may vary.

A special note for Those of You Who Are Struggling from the Symptoms of Overload and Confusion, RIGHT NOW:

If your head is spinning and you feel you need some grounding right now we're here to help. You can book a personal consult over the phone or by internet connection within 24 hours of reading this simply by going to the web at [www.innerwealth.com](http://www.innerwealth.com) and sending me an email.

To your health!

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# Xtreme Skill 1. Getting a Life - Turning up Happy.

Lets begin by putting our feet firmly on the earth. Self-Leadership has three goals: Happiness. Inspiration and Balance but the first of the three is the most complex.

Happiness...

What's happy? Some people are happy being violent. Some people are happy climbing to the top of a mountain with just a tooth pick between life and death. Some people make billions and live on their own island and are still not happy. Others take happy pills and end up depressed. It's a fickle subject, almost as evasive and mysterious as love.

So, lets cut through some layers.

The happiness I am speaking about is not immunity from troubles. That happiness is material and it's really vulnerable to the swings of life and surprises.

Instead, I am talking about contentment. That's a happiness that sits under the surface of life.

Many people confuse contentment with boredom but it's really a completely separate topic. Contentment means that whatever you are doing right now, you are doing because you choose it, not because you need it.

***Needing to do things in order to get happy is crappy.***

The games people play with your heart and emotions are totally possible only because you are needy. If you are not needy, there's no game.

All sorts of tricks are offered to "protect you" from the dark side of human insensitivity but those are just games that are played on you to fool your mind and hip pocket if you get needy.

If a person comes to work needy, they come with baggage and that baggage is sure to cause them serious disturbance. They might even legislate to have their neediness protected, their vulnerability tolerated but really, neediness is a flaw not a topic for legislation.

If I have two apples and want three I can approach my wanting with two different strategies. One, which is the most common amongst happiness seeking people, is to become a bit disappointed about the fact that I only have two apples, while all my friends and the marketing people say, three is better than two.

The second strategy is to see that I have two apples and acknowledge that I'm a lucky bloke and that there's so much to be thankful for in these two apples - what else could I need? And then, accept that three apples will be a natural evolution for me, so, while holding the happiness for two, I start working for three.

There was a dog with a bone and he looked into the water and saw a dog with a bigger bone. He dropped the one he had and dove into the water to retrieve the bigger bone, which of course was just his own reflection. He ended up with none.

By not appreciating what we've got, we lose it. That's a law of nature. What we appreciate grows.

Too many people become obsessed with the law of attraction. Its a diminishing idea if it is not merged with appreciation for what we have already got.

Too many people are like that dog with the bone. On one hand they appreciate the opportunity to grow and get what they want but there's a hidden catch to it because there is an automatic and unwritten backhander criticising or diminishing what they have already got.

Take Joe for example. He was married to a beaut lady but on a business trip saw a younger more attractive and highly sexual woman and almost spontaneously fell in lust. He left his wife because he saw, like the dog with the bone, an opportunity to upgrade his life.

Sadly, nature doesn't work like that.

Joe didn't appreciate his existing situation. The solidarity of his relationship, the platform for success it created, the comfort of not having to argue with someone he'd grown familiar with and the low maintenance of a long term relationship. Suddenly he found himself distracted, consumed and emotionally spent just trying to keep this needy new partner happy. Then, regret set in, then guilt, then remorse, but it was too late. His ex wife had come to me for support and I'd coached her to leave Joe and his dog and bone life strategy well alone.

If you are not happy before you go to work you won't be happy because of it. Needy people walk in the door of the office hoping like hell that something, somewhere is going to fluff their feathers. That neediness breeds vulnerability and hyper sensitivity which is all too often blamed on the job. That's rubbish.

In my corporate training programs my most common phrase is “get a life - turn up happy.”

### ***Understanding the Dynamics of Human Nature***

Three things mess with our ability to be happy before we arrive somewhere.

1/ The Past

2/ The Present

3/ The Future.

#### **1/ The Past**

I’ve spent most of my working life helping people get past the past. We are all, without doubt a collage of memories, experiences, success stories and some not so good memories of the past. That’s brilliant if all goes great.

But if some of those past stories are muddy, then we carry a burden into the present moment that can easily become like a sword over our head, a shadow on happiness that just won’t go away.

One client had a few glitches in her childhood. She carried them through her youth and into her first marriage which, in retrospect she sabotaged terribly. Then, she went through some sort of life changing process, which really didn’t change anything except her appearance and expectations.

So, that baggage festered and, after bringing a child into life, infected that relationship as well. Mother to daughter, daughter to grand-daughter. Three generations of baggage.

That's a simple case. But what about in business when, last week someone dropped a bomb on you - lied or cheated you - are you going to mistrust everyone from today.

Getting over the past is a crucial part of happiness. We're born like a clean sheet of white paper and then through osmosis from parents, experiences from life, downloads from organised institutions or misinterpretations from misinterpretations, we blot that paper with some good, some not so good memory.

Simple math can help you deal with any BS that's travelling with you from past blotches that stained your page. It goes like this: any story that has more bad news than good or good news than bad, is BS. Find balance in your past stories and you'll simply let go of them.

Remember, judgement comes from imbalanced stories and what you judge you breed, attract or become.

## **2/ The Present**

Turning up happy requires that we clean that page daily.

That's really only difficult when we lack authenticity.

And that lack of authenticity is difficult, especially for us men. We bottle up emotions or, we get angry and blame the world for how we feel. Men are real victim players in life. It's how we keep our ego alive and healthy. He did this to me, she did that to me, or, better still, blame the machine.

I've taken people up mountains in Nepal for 30 years. Sometimes I'm lagging behind my clients, struggling with too heavy load, altitude sickness or simply not fit enough to keep up. I notice how easy it is to blame everything else. "Oh, these boots," or, "oh the dust." I

just blame the universe or whatever I can get my mind to believe so that I don't have to be authentic. Well I used to anyway.

Happiness is often posed as an outside-in strategy which means that if I get what I want, I feel what I want. This causes many people to become environmentally sensitive, codependent and controlling of their environment and the people in it. This results in mental health challenges, continual worry, anxiety and often depression.

Immunity from the environment is essential for authenticity. If we are always vulnerable to the feedback loops of our environment, audience or colleagues we cannot bring our authentic self to life. Happiness requires that we get over it, get beyond the intimidation of what people think about us. We need, contentment, happiness before we turn up, not because of it.

Authenticity is a rare animal in the human condition. We're vulnerable to all manner of socialised, organised and politicised opinion about how we should act, think, feel and be. So, while respecting the good intention of that organised compliance for the greater good, we're also wise to comprehend the importance of individuality.

Happiness in the moment comes from intensity. Sloppy presence devalues time, and self-respect. That's why it's so hard to remain happy doing domestic duties or child care. The intensity drops, the mind starts to get restless and then it can either go into the past, or the future, places where happiness was or could be. That's the start of depressions and problems like addictions.

The most unkind gift a leader can give an employee is not enough work, not enough pressure or not enough intensity to keep their mind 100% consumed by their work.

At the same time, a person who has plenty of work but a bad attitude to it, will sabotage their presence simply by remaining at arms length to what they are doing.

Absorption in work is not punishing. My client kept telling me that he was so flat out busy he could hardly breathe. I watched him work one day and he had lots of spare time but when he worked it was with a furrow on his forehead, he trembled with nervousness like the earth was going to stop any minute.

That's just the ego wanting to feel important. Nothing good gets done in panic. Intensity is, on the other hand, our undivided attention to something important and it must be accompanied by the word - ENJOYMENT.

If you do intensity, but don't enjoy what you're doing, it's called ego flapping, and there's nothing surer than this attitude sabotaging what you're doing.

My client fell in love. She was really happy. But she didn't enjoy relationships. So, although she wanted the love part, she didn't enjoy the relationship part - and in spite of great effort - ended up single.

Another client hated working in an office but loved his work. He just didn't enjoy the claustrophobia of city life. He loved the work, hated the space and just couldn't enjoy what he was doing. He too sabotaged his career because of that.

In the moment, right now, there is going to be support and challenge. We need to get over the fantasy that there is an imbalance of these two. Too many people want life to be support, support, support, support and when challenges come, they freak out like God or the universe is punishing them. No, life is love and love is support

and challenge. It's a great wisdom because only with that wisdom do you get to arrive in the moment and relax.

Support means comfort, challenge means discomfort. In between these two, we grow.

To enjoy the moment, to enjoy a relationship, to enjoy our work we need to enjoy challenge (things going wrong or difficult) as much as we enjoy support (ego stroking, relaxation, winning, success.)

A child doesn't want both support and challenge but they get it. Some parents try to protect their child from this balance, simply then, the challenge comes in "other ways" than discipline at home.

We don't get to choose whether there is support and challenge in our life, we can only choose the form.

Some people avoid challenge at work. They don't want to make mistakes or get in over their depth, so, they hold back and avoid challenge at work. That's fine, for a while but then they might get mental health problems or health problems or family problems.

We evolve at the border of support and challenge (order and chaos) so, it's wise to embrace chaos as much as order. (Not the hippie ideal)

Another word for happiness is contentment.

To be content is a profound achievement. This does not mean that everything is going right for you. To be content means that you are able to hold happiness no matter what is going on around you.

The world might turn upside down tomorrow but there is no need for you to turn upside down with it. You can hold happiness no matter what the circumstance if you know how.

When we speak about happiness we are not just talking about the outside world of time management and productivity in the sim-

plest forms. We are also talking about your intent. That means the quality of your inner world experience.

My client took over control of his family business. He'd been prepared for the role, his father retired and it was time. Almost immediately, years of frustration sitting under his father's watchful control exploded into a dazzling program of expansion.

The business grew, took more debt, and increased its profitability ten fold. To support the growth, my client persuaded his father and his wife to guarantee the debt with their life savings. There was a market downturn. The father lost his superannuation, the bank started process to foreclose on the homes, and then his father died from a sudden heart attack bought on by the stress of financial loss.

It was at this time my client contacted me for help. He needed more than business management advice, he needed to find his inner strength in order to stay committed to the journey. Deep down he wanted to check out.

Instead of working on his business strategy, I took him to the bush for a two day retreat. In that time we explored turning his outside-in way of thinking into an Inside-out process.

This was not easy for my client. He felt so bad, so hurt and so guilty and this torrent of pain was flooding his inner world.

We walked and talked and shared the journey of finding an authenticity that came from the inside to the outside and was independent of his life drama.

After two days, we were ready to face the challenges ahead. We did so with a quiet confidence, a deep self-respect. Each day with my client we spent up to three hours connecting him to this inner

space, making sure he was grounded in his authenticity before we faced the barrage of tough decision makers and vindictive bankers.

He got through it and saved the homes. To this day he continues to spend time each day, connecting to his inside out personal space.

### **3/ The Future**

I've heard all the talk about being in the present, the NOW and all that.

Those skills are really important and I hope the last section of this report acknowledges that.

However, all human eyes are turned to the future. People suicide because of the future. Success comes to those who know how to live for the future. People who care nothing for the future become desperate and un-trustable. There can be no leadership where there is no clear direction and value add for the future.

All great survival stories have come about because that individual had a powerful vision of the future. All great victories have manifested because people could predict the future. The person who knows the future is always the success story.

People who play sport for the now, lose. One thousand NOW's add up to the future. Self indulgence can run wild in the now, but might very well sabotage the future.

Define the future for child or a hero and a smile appears on their face. A wedding is such a joyful experience because people are so inspired about their future. Marriages like business, fail when there is no inspiration for the future.

There cannot be too much emphasis placed on the skill to visualise the future and then act in integrity to that vision.

Whether you use or Laws of Attraction technologies or any of the other millions of sciences for drawing the future into the present, you will need to be aware of the difference between fantasy and manifestation.

Fantasy happens in movies - people live happily ever after once the fairy comes and sprinkles love dust.

In real life people live happily ever after once the magpie comes and sprinkles bird poo on our nice new clothes.

Life is not mirrored in movies, at least most of them. Challenge and support are the real markers of the future.

If you can vision a balance of support and challenge into your future dreams, you'll be on the real path. If you fantasise then you'll be dreaming of a pleasure without challenge existence and that'll just not manifest.

One client dumped her husband because she read a book about the perfect relationship. Hers didn't match up to her new found dream so, she just dumped him of course, the magpie arrived and bought her back to reality eventually. (Seven years in crazy land)

Many people in business invest the whole of their life savings on a venture. They don't hold back anything for the challenge side of their venture and boom, that's an ego path with a 50/50% chance of success. It's better than a casino, but not much.

If someone said, "you have 50/50% chance of dieing on the next flight, would you take it?"

So, happiness in business, relationship and personal life is highly dependent on a clear and exciting vision - make it real - of the future. When it goes, we go.

Footnote:

Many motivators know that even a false promise will lift your spirits. They'll promise things even believing that it's OK to tell you the future is rosie when it's uncertain. That's temporary leadership and "good marketing."

Any promise of a pleasure without a challenge needs to be considered as fuel for the adrenal glands. Great fodder for short term bursts of speed, but don't try it day after day.

And yet, people want it. People want coca cola sugar hits, high energy drinks, alcohol and tobacco because they produce short term stimulation equivalent to a fantasy about the future.

When people lose hope for the future, they become addicted to such things. And this only reveals how vital a future vision is to the human spirit, so vital in fact, that we'll get addicted to anything that gives us a synthetic version of a vision. Drugs, people, toys, sex, food or spirituality + religion.

The future, and your commitment to a vision, is the single greatest influence on your choices, behaviour and happiness in life.

That's why, when we go to Retreat in Nature or Nepal, one of the most life changing experiences any person can have is to do a vision quest high in those mountains. If it connects, and you come away with a refreshed vision of the future, you come home a new individual. More energy, life-force and vitality than before.

***Nature's Law: Find a purpose greater than self***

## Xtreme Skill 2. Fit for Work

One of the most important words in any language is balance but what does it mean?

Balance infers two sides, and therefore to most people it means a good balanced distribution of time and effort between work and play. This is a very important idea.

But what about quality of time. We're also interested in the quality of that balance. For example: a client went on holiday with his family but it took five days for him to unwind. Five days of his balance time was wasted. Then he had five days of enjoyment with his family after which the last five he started worrying about his work again. This last five was also wasted.

Two days after this executive got back to work, his partner complained that he was out of balance. This, only one week after a very expensive and high effort investment in a fifteen day break.

So, what could he do differently?

Well, the answer is important to millions of Americans and others throughout the world.

It's as simple as this. If you had to run for a living. Would you wait until the end of the day to recuperate, or would you stop every half hour to refuel, revive and survive?

People come home so burned out from work, that instead of giving balance to their home time, they spend that time recuperating. So, even when it comes to weekends, people are often still recuperate from their work. In other words, they are not fit enough, and don't recover well enough at work. They come home to do it in their relationship time.

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In a game of Aussie rules football there are four 25 minute quarters. In between each quarter of football players don't sit around the lunch room eating sugary over cooked bread and idle chatting. They deliberately recuperate.

If that game went on longer, those players would need even more scientific recuperating skills and even more fitness. They couldn't do it day in day out living on sugar, coffee and cheap preheated, over processed food.

So, how do we expect to stay balanced when we're treating ourselves like work-horses during the day and coming home poorly.

My motto is "come home with more energy at night than you left with in the morning." If that doesn't happen, change something.

The clumsy notion of work-fit, is burn the day, recoup at night, hang on for the weekend and if possible rejuvenate on annual holidays.

Fit for work is even more important if your job involves stress, traffic, sitting at a desk or lots of meetings. These energy sucking experiences can drain the life-force out of you if you don't know good recuperation skills, and good self-management skills.

Here's a few hints about self-management in stressful, traffic, sitting at desk or meetings.

1/ Breathe rhythmically from your abdomen at all times.

2/ Breathe through your nose.

3/ Avoid coffee, sugar and reheated food.

4/ Eat light.

5/ Smile a lot.

6/ Be complimentary and appreciative of people.

7/ Don't hold a grudge

8/ If you can't concentrate - take a cat nap (10 minute sleep)

9/ Don't waste time deliberately

10/ Avoid elation and depression.

11/ Sit tall

12/ Stay grounded

And there are hundreds more.

### **Three Elements of Fitness for Work:**

**1/ Body**

**2/ Mind**

**3/ Spirit**

**1/ Body**

Health is a choice. A primary choice. It's a choice to eat well, exercise regularly (daily) and relax mindfully.

Health is not something you do after work. Health is a lifestyle. If you are overweight and trying not to be, then it's your lifestyle, not your diet or exercise regime alone that can fix it.

Exercise is essential in the morning before work. Exercise done before breakfast is equivalent to double the value of exercise done in the evening before dinner.

Exercise is broken into two groups. Aerobic and anaerobic. There needs to be a mix of the two. Anaerobic exercise needs to focus on muscle groups and should not be repeated on the same muscle group more than twice a week. Aerobic exercise can be done daily.

See your health practitioner for advice. A heart rate monitor is essential for effective exercise programs.

Hydration is a vital key to health management.

## **Mind**

My client went to work and was interviewing staff. During that interview his mind was racing thinking about the theatre tickets he'd forgotten to buy, answering phone calls from "I just got to take this call" important people. He might also be looking at the person opposite him, thinking while they spoke. He was in fact, not present.

Have you ever talked to someone who wasn't present? How did it feel to you? Rude? Dismissive? Impatient? Disrespectful? Whatever you thought, it meant that you were not present either.

Emotion reduces our capacity to be in the moment. All emotion, positive or negative takes you either into guilt about the past (oh, gee I wish I had changed that) or fear of the future (Oh, gee I hope it happens, or doesn't happen...)

So, when we don't "Turn Up" in the moment, usually the people we're with don't "Turn Up" and then, well, even after a three week holiday our partner might say, "you're out of balance."

Balance doesn't just mean time. It means 100% dedicated time.

In my executive coaching programs I believe this to be the least mastered skill of all executives globally, and, the single difference between a great leader and a hard working not so great one.

So, "Turning Up" is both the essence of Balance and the mastery of good leadership.

I've dedicated a whole report, "STILLNESS" to this one topic alone.

Another important discovery is that the typical idea of balance, being the distribution of energy between work and not work is completely two dimensional. In reality, it has seven separate points of

reference and a missing contribution in any of the seven areas will result in an imbalance in life. - Emotional loss of self control.

## **Spirit**

Although many people shy away from the word spirit, simply it means motivation. When you feel inspired or motivated to do something then you can say, you feel spirited about it. So, spirit plays a big part in Fit for Work.

When the spirit goes out of something we go out of it. When the spirit goes out of a relationship, it's like the candle went out. When the spirit goes out of work, it becomes mean and mechanical. Those things have their price.

So, keeping the spirit alive at work is a full time requisite for people. Some achieve it by associating their work with the benefit of the product, some by the benefit of their pay-packet and others simply by the competitive challenge of self improvement.

Whatever keeps your spirits high, it's better to make it what you do rather than a bottle of it.

***Nature's Law: As above - So Below. Where does the mind finish  
and the body begin?***

## Xtreme Skill 3. Your SLI Score.

City life is really cut off from nature. You can see it on the faces of people rushing to get a beer after work or catch the over crowded train. Highways get packed and the stress is significant.

I live an easy life. I work from home and when I go into the city I feel really cut off from reality. I understand how important it must be to find ways to entertain ourselves in the city office job.

When we live in tune with nature, we probably ask ourselves fifty or one hundred times a day, "Where am I at right now?" Because it's a natural relationship between nature and the human heart. But in the city, we're more often focussed on survival and making it through the day.

We can find nature in our workplace. This is not so much a reconciliation of what we're up to on the desk in front of us, but more about what's going on in our head.

There was a guy who was working on a project. That morning before work he'd had an argument with his partner. That night he would be going to the theatre and tomorrow he had a presentation to do.

His head went from worry about the morning to excitement about the evening, which is all very understandable, but what happened that day, changed his life.

Driving his car, he missed a red light and caused a severe accident - head in one place - heart in another - body in a car.

This is an extreme example of the sort of things that happen on a grand scale in business and life but in these situations the consequences are not so obvious as a car wreck, but equally disastrous.

There are no half hearted success stories. There are few half hearted happy stories. We either do what we do with some level of resignation to the nature of it, or we sabotage it.

Bringing nature to work does involve corporate greening, plants and organic environments, but it is more than that. If our mind is rolling around in the ego world, even if we are on top of Mount Everest, we will be disconnected from nature.

So the place to begin improving your lifestyle and improving your productivity, getting more done in less time, is to find harmony in your mind - with nature.

Even an environmentalist can be detached from nature if they are in their ego. They may live in a tree, eat grass and smoke it, but if their mind is all screwed up with “this is right” and “that is wrong” they are disenfranchised - separated from nature.

In nature there is balance. When we are in balance, we are in nature.

Balance does not begin with a critical assessment of time spent between home and work, rather, it is time spent feeling contented within ourselves. You see, nature is not just trees and birds and saving the whales. It is a way of living.

If I put a pot plant in my office I feel better. If I look out on a beautiful view of nature I feel better again and if I move my office into a beautiful forest, I feel even better. Why?

I feel better because I feel the natural harmony that comes from connectedness to nature. However, when the phone rings or the trumpets blast the warning of a time deadline, what will I do?

If I lose that connection to nature, I lose my authentic balance, my thinking becomes egocentric and balance is lost. I become a part

of a machine, and the consequences for me, my happiness, my compassion for others, my inspiration and balance are gone.

It is an imperative of a healthy, happy life to bring the vista of a beautiful scene, the essence of that pot plant, the magic of time in nature into our mind, our thought process rather than leave it outside us, a place waiting for us to visit when we get time.

The essence of nature in your work begins with a single short continually asked question.

Where am I at right now?

Are you right in the zone or drifting between yesterday, today and tomorrow?

In nature there are simple experiences which we need to use as a comparative between where we are at and where we would be at if we were sitting on a surfboard waiting for a great ride or digging our favourite garden vegetable or just jogging in our favourite park.

In nature, when we are doing what we love we are absorbed, thoughtless, and totally invested in the fun of what we are doing.

In nature, when we are doing what we love, we smile constantly, even when, like trekking in Nepal, the going gets tough.

In nature, things come and go and we welcome them, and release them with ease.

In nature there's a sense of support and flow, we're not fighting to be right or better than the next bloke... we just do our best.

In nature there is no sense of separation, we treat others as we wish to be treated, there's no need for falsehood or fear.

In nature we don't panic. Every step is made with mindfulness. Here's a simple test to find out for yourself.

### ***Self-Leadership Index Score -SLI?***

Where are you at right now? Rate your attitude toward to following topics on a scale of 1 to 7. On whatever you are doing right this very moment.

1 = Got to do it - Have to get it done whether I like it or not.

2 = Should do it - it's an obligation/responsibility - no choice.

3 = Need to do it, better get it done sooner than later.

4 = Want to do it, really looking forward to it.

5 = Desire to do it, it's really magnetising you

6 = Choose to do it, this is my single most preferred thing to do right now - there's nothing I'd rather do.

7 = Love to do it. I'm just lost in it - completely consumed and loving it.

The higher our score, the better our self- leadership. But wait, there's more.

Right now, rate how you feel about these seven areas of life, right in this moment.



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So, here's an example:

A person is walking the dog in the park they love it so they score spiritual 7.

And the other areas?

- \* *Well right now, if they stop to think about it:*
- \* *Their relationship is not perfect they will give it a 3.*
- \* *Their bank account needs sorting - taxes etc - they'll give it a 1.*
- \* *Their health is great - they might say 6.*
- \* *Their social life is just how they want it - they will give it a 5.*
- \* *Their capacity to do their work - mind - is 4 - could be better.*
- \* *Their business is doing great - they love going to work - 7.*

So, their SLI score was  $7+3+1+6+5+4+7 = 33$

That's 33 out of 49.

So, that's around 66% present in life.

The key here is to understand that maybe we're right in the zone walking the dog or working on what we love, but that doesn't stop the rumblings of the other areas of life, deep down below the surface of our conscious thought.

One client came to me very upset about some verbal abuse they'd received at the hands of a neighbour. They were even more perplexed by the fact that their health, financial and career areas of life were thriving as good as they have ever thrived before. So, they asked, "why would I attract that crappy situation?"

We explored the other areas of her life. Spiritual, mental, social, relationship and found significant desperation.

You see, our subconscious mind is running in seven or more areas of life, even when we're contemplating only one of them.

A great example of this is to imagine that there's a wild storm approaching. You are in your home, hunkered down safe and ready for it. You have a proposal to do, so, you take out your laptop computer and start to work. In the back of your mind, the storm has little effect.

Now, transport yourself under the exact same circumstances onto a yacht. You are at sea, that same storm is coming. You again, have a proposal to do. You open the laptop and focus your mind, cutting out the worries and thoughts about the storm. What do you really think would happen?

Yes, the genuine concerns about the storm on the yacht would percolate in the back of your mind and completely affect your work.

Any score, in any area of life below a 4 is running your subconscious mind.

This is why spiritual seekers join ashrams. They delegate six of the seven areas of life to the institution which in turn, makes those areas 6 or 7 on the scale. No worries, no distraction.

My client, driving his car, was not in a 7 space in the car. He was in a 0 driving the car, a "1" space thinking about his early morning upset at home, a "1" space (got to get to the theatre tonight) thinking about tonight. He was, in short, distracted even though his eyes, ears and nose were on the road.

Too many distractions, leads to poor manifestation in all areas of life.

***What to do about a low SLI Score.***

- 1/ Panic.
- 2/ Change your mind.
- 3/ Prevent it happening again.

**1. Panic**

There are seven areas of life. Each one has a pull to it. Below the 4 level the pull is downward. Because of this, it can take other areas with it. Implosion is possible.

Ignoring it doesn't work. You might have six areas of life swimming along doing fine and that one last area can pull you down in all the others. When my finances are low, even if my relationship and all else is healthy, I can feel the downward forces bringing emotional uncertainty into my life.

Beware of the potential to grab onto someone else when your SLI score is low. People can help you out of that pit but they can't keep you out of it. Something has to change.

Sustained periods in the below 2 zone of SLI score will result in illness - both mental and physical. Hence, it is critical to implement one of the two, change your mind strategies as soon as possible if a score below 2 in any area of life remains constant.

## **2. Change your Mind**

There are two simple techniques to raise a low SLI score without changing circumstances.

They are:

A/ Lower your expectations (maybe temporary)

B/ Balance technique.

### **A/ Change your Mind - Lower your expectations.**

There's an old Buddhist saying, "Better to want what you've got than to be discontent wanting what you haven't got."

The entire gist of this inspiration causing philosophy is to become happy with how things are, rather than want to change things in order to be happy.

Sometimes it's easy to become obsessed with "when I" and set targets that imply, "when I get there, I'll be happy." Other times people are afraid that if they don't keep pushing themselves, they'll slip and life will leave them behind. Both of these processes are valid strategies in most western countries but they leave us very fragmented in our societies. Those who "get there" become happier, and those who don't make it, become depressed.

It's my observation that motivation doesn't always have to come from absolute discontentment. Sometimes it can come from a less desperate space. If you can split your motives between inner and outer you'll understand that you can be completely content on the inside, while being ambitious on the outside. This is inside out self-leadership.

This two faced approach to life feels a bit weird at first. Content on the inside, ambitious on the outside. But it is possible with a little practice.

Here's how: go into nature and just become one with it. Feel your connection to nature, a deep soul sense that you are OK no matter what happens. Simply relax into that possibility and remind yourself of all you have to be thankful for.

This practice comes naturally if you play golf well or ride a mountain bike enthusiastically. Connecting with nature is about being in harmony with nature and that requires some sense of intensity. You'll need to commit to doing something outdoors to help you find and maintain that connectedness.

### **B/ Balance Technique**

We do have a choice about how we see things. Our emotions are glued to certain responses. Bad things make us feel bad, good things make us feel good.

But there is another layer to life. A deeper one than this turbulent and creative current that sits on the surface of everyday life. A nature based authenticity that does not shift with currents or winds, a perspective that needs to be found rather than experienced.

If I throw my hat into the air, it goes where the wind takes it. If I jump into the raging current, I go where the river chooses for me, but I am more than that. I can, by finding balance, choose where I float and elect to cause my hat to land as I choose it. I do have enormous opportunity to influence my heart and mind simply by finding balance in my mind.

Balance does not come automatically. I wish it did.

Emotions come automatically, I wish they didn't. Emotions are our automatic response to circumstance.

Emotions are not fixed on some global criteria. Your emotions come from your mind and that mind is highly sensitised to your beliefs, expectations and experiences. All of which are potentially inaccurate.

For example: There was a person in the Eastern Block of Europe who grew up in a dog kennel. When they were found, their emotional reactions were completely based on a dog's interpretation of life.

Not everyone has such a rough road, but the point is that our environment (consider a person growing up in a war ravaged poverty) or someone growing up with the higher world of abundance and freedom - will have completely different emotional responses to much of life.

Perspective changes everything. A fearful, hungry, defensive entrepreneur may work 24/7 to achieve their goals while a comfortable, content entrepreneur may relax and lose everything. Emotions dictate too much of our life.

There's a simple straight and kind path to success and then there are millions of emotional ones. We choose our path based on our perspective. But we rarely choose our perspective. We grow that perspective based on our beliefs, experience and environment.

We can however, change that perspective.

I watched the grand-final of the football. My team lost. So, I grieved for 5 seconds, then switched teams and cheered the winning team. Conventional perspective is don't change teams but grieving and feeling miserable doesn't help anyone.

Keeping your mind on the middle path, means adjusting your perspective. As you can see from medical statistics, most people prefer stress and mayhem over changing their perspective. They'd rather get stressed and anxious rather than prioritise a healthy head space.

The healthiest head-space is a balanced one.

When you see two sides to any situation you have a healthy - balanced perspective. That balanced head-space takes all the emotion out and makes the path clear.

The more emotion we have the more primal we behave. So, in taking out emotion we are, in fact, creating more options. Trigger finger, super sensitive, highly reactive and fragile behaviour is primal and may be good in the jungle but not so healthy in the city.

Actors and artists need primal connection to their emotions. That's what makes entertainment. However, there's a difference between life and entertainment and if the actor or artist can't make that leap, then they easily become addictive and unstable in real life.

Decision makers need stability - this does not imply that they are emotionless. What it suggests is that there is a time for everything. Emotions are important for love and relationship immersion, vision quest and self determination, however, they have no place in decision making, inspiration and mind control technique.

### **3/ Prevent it happening again**

A low SLI score happens from time to time. Sometimes things just don't seem to go our way.

That's life.

However, if we let this perspective, Low SLI score continue on for months and months, it will become a permanent scar.

In other language, if we stay down too long, it makes it hard to get up.

The way to keep your SLI score high is to appreciate what you've got. Staying appreciative of the balance of life, means you can avoid the pitfalls of depressive mind sets which basically come from "greed."

In greed, we are basically never satisfied. We all too easily discount what we have and replace it with ever increasing, higher and higher standards for our life. We compare everything to some ever changing criteria of "good" or "acceptable."

It's my experience after many years working with people who get very hard on themselves, including depressed people, that setting ever higher standards of expectations, ambition, drive and motivation are high causes of depression. And depression is a tough path.

Getting humble - thankful for what we've got as it is - eliminates low SLI scores and increases mental health without the need for expensive drugs or therapies.

Humility is nature's antidote to stress, worry, anxiety, greed, mental and physical health problems and many more of life's challenges.

So, when a low SLI score comes to your table, get humble, get thankful, and that score will sort itself out and rise again rapidly.

***Nature's Law: Nothing is ever missing - it just changes in form.***

## Xtreme Skill 4. Shhhhhh - Listen

We do know when people are being REAL.

We feel it, even over the telephone. Even without a word being spoken we intuitively know when a person turns up.

Turning up in life is about listening.

We can't think and listen at the same time.

Most people think while they listen.

So, in fact, there is very little respect.

Emotion in meetings and relationships comes negative when people don't shut up and listen.

Not all communication is about parry - defend - attack...

So the skill of being real in life comes in listening.

Listening to others, listening to ourselves, listening to nature.

When you sing, you listen to your heart.

When you dance you listen with your feet.

When you run you listen with your toes.

When you kiss you listen with your lips.

When you smile you listen with your eyes.

When you work you listen with your finger tips.

When you meditate and pray you listen with your soul.

When you give you listen with your heart.

When you receive you listen with your entire being.

When you lead you listen to your intuition.

When you problem solve you listen to nature - logic.

When you create you listen to your inspiration.

If our mind - emotions are controlling us, we can't listen.

It is my experience that most people in relationships can't hear each other. They have to shout to be heard. Did you know that 90% of communication is non verbal? So, shouting is only necessary when 90% of our reception is blocked.

Emotional frustration at others, anger and rejection are other emotions that surface when our reception is blocked.

We get angry and frustrated at others because our reception is blocked.

When we have so much mind noise going on, in other words a very low Self-Leadership Index Score, we become fragile, sensitive and vulnerable, our defences go up and we start to push people around.

There was a client who had been severely emotionally hurt by her husband at home. She didn't know whether to stay there or leave, to heal the wound or just allow it to guide her away. So, she had a SLI score of  $1+1+1+1+1+1+1=7$  out of 49.

When she went to work, she was short fused and frustrated with the job. In her mind, she'd shut out the challenges of her home life and was just having some hard times at work, but this was definitely not the case. Her SLI score was so low, she couldn't really listen to people, she couldn't even hear her own mind, let alone others.

If we can master this one skill alone we create an exceptional presence about us. Even if we never spoke a word, but could hear everything that was spoken around us, without reaction, we would be considered a very powerful individual.

Lack of integrity is not always associated with untruth. Sometimes an individual is so low on their self leadership score that they

become desperate. They spin. And when we spin, we can't even hear ourselves, let alone others.

Then we breed, attract or become low integrity. When we can't hear our team members feelings, they hide them. When we can't hear our own intuitions, people lose integrity around us. When we can't hear our partner in love, they cheat. Everybody needs to be heard by somebody. The leader listens.

Integrity is a precious jewel. It can't be bought or sold. Everyone on earth, even the worst of us has integrity to something, but between that integrity and our actions, there can be a wide gap.

In these times of low listening, we can make promises we can't keep, become addicted to substances we know we are better to avoid and take actions that, in the long term, are not in our own or others best interest.

So, remaining within our integrity is a real commitment to listening.

Listening to others is the first learning.

Listening to nature is the second learning.

Listening to ourselves - our inspiration - is the third learning.

### **Listening means quiet the mind.**

How can we quiet the mind in a busy day?

First you have to learn to discipline your body by choosing what you eat and drink.

Second you have to manage your posture so that you are not accidentally causing emotional drama by being badly arranged.

Third, you have to choose your thoughts, because there are low thoughts and there are high thoughts.

Low thoughts are like the base drum. They reverberate for hours if you let them. These thoughts are anger, jealousy, resentment, criticism, hate, envy. Those are the lowest rhythm and they are not wrong, they are just low and they really block listening - integrity.

High thoughts are like a fine bell. You can hear the first ding, but after that there's just a soothing vibration in your body. Those thoughts are not right, they are just high and they really do create perfect listening. Those thoughts are just four. Kindness, Generosity, Compassion, Appreciation.

It means sorting through emotion, attitude and thinking process. Remembering it is not always what happens to us that is important but rather what we do about it that counts.

I always love reading W.Mitchel's book, "It's not what happens to you, it's what you do about it."

*Nature's Law:*

*Go to nature. Listen to the trees. The birds. The water lapping or the ocean crashing. Listen to the sounds of animals. All the great Shaman have perfected their listening skill in nature. All the great Yogis have perfected their listening skill in nature. Even biblical stories of inspiration are set in nature. Go to nature and learn to listen, first to loud noises, you listen with your ears. Perfect this and then listen with all your senses. This is the mastery that brings integrity into your life and those around you.*

## Xtreme Skill 5. Inspiration

There is only one healthy head-space and that's inspired.

- \* *When we start a business we're inspired, even though it's tough.*
- \* *When we start a relationship we're inspired.*
- \* *When we feel on track we feel inspired.*

Do not become boring to yourself or you will drive out every gift that nature has given you, including your immune system, your love of life, your self-respect and the respect from those around you. Pay any price, do any job, but never compromise your investment in keeping your life interesting and challenging.

There are the living dead. They have lost the thankfulness for small things, and then create drama or mind problems in order to stay awake. Don't let that happen to you.

I take many executives to Nepal because in those Himalayas, life gets regenerated. Sometimes, we drop the ball and need that sort of kick in the inspirational pants. However, most of the time, keeping inspired about life is about making good choices.

So, I had a girlfriend and she left me. I'd spent three years grieving my marriage breakdown, I didn't want that wasted time ever again. So, I made a choice. A good choice. I just wished my girlfriend goodbye, accepted that I cause everything that happens to me, and opened myself up for the next beautiful relationship to come. It did come to me in about 24 hours. Life is pretty good really.

This is the choice we make. To be inspired by life or to place our mind - emotions and projections above our inspiration.

There's no magic formula. I tried all that. NLP, DLP, GETTING P'D OFF, COLLAPSE - they all contribute something, but at the end of the day it comes down to your choice. To inspire yourself or to wait for others to do it for you.

All time, is inspired time. Inspiration is not something you do, in between periods of grind and emotional turmoil. Inspiration is an uncompromising commitment to get past the dumb ideas of positive thinking, negative thinking or even nice thinking. Inspiration means inspired thinking, the potential of possibility mixed with the contentment of complete satisfaction with the NOW.

So, sometimes things don't exactly go your way. You might end up single, or poor or both. Who cares? Really, what needs to be cared about is the possibility of tomorrow. All eyes are turned toward tomorrow. If you are inspired about the possibilities for the future, then the NOW is in your hands.

The NOW can be inspirational - but the now becomes inspirational when you let go of it. If you are worried about the NOW you're not in it.

If you are not thinking about the Future, you're not inspired by it.

***Use both: Inspired about the future + Humble in the Now = The best life can bring.***

Everything is important. On the way to work, on the way home, at work breaks, when you wake up and more be inspired about the future and humble in the NOW.

Nature never destroys things, she evolves them. So, if you stay with your art, and your work with diligence you will one day merge the two and find yourself being paid for your art.

## Entrepreneurs Handbooks -Extreme Techniques for Busy People

Directing energy into a project is a process that begins before you start work on it. You need to see what you want in your mind's eye, feel it, create a clear picture of it in detail (sometimes called a business plan) and create a sense of reason greater than yourself.

In other words, start everything by listening to your inspiration, your possibility for the future - and then, focus on the NOW.

I was working in NYC with a firm who contracted to Nickelodeon. The firm had gone from a few animators to 30 people within six months. The partners were at each other's throat, both wanted to sell and get out.

I asked them, "What was it about this that made you want to do it in the first place?"

After a few moments debating amongst themselves, "We just love making people laugh, we think it's really important for the world."

I then asked each director, "Why did you come to work today, I mean, what was in your mind on the way in?"

One by one they listed the deadlines, the marketing strategy, the new project they were quoting, the interviews they were doing, the new lease they needed to sign for new space, the breakdowns in the office communication... The list went on, because they thought I could help them fix those things and become happy at work.

I then asked them, "So what happened to making people laugh and your contribution to the world?"

"That's what we want to know. We're so flooded, we lost all that."

Me, "No, it's the opposite. You lost that inspiration and that made you become flooded."

When the why is big enough, the how's take care of themselves.

They went on to do amazing work and the partnership squabbles went away. Nothing changed in the office, all those demands stayed. They improved systems and increased demand, but from that day, the WHY they came to the office, was foremost on their agenda.

There are two keys to sustaining inspiration.

1/ Know it.

2/ Fighting off the things that kill it.

### **1. Knowing what Inspires you.**

There are a lot of should's in life. You should feel good about this and you should feel good about that. But what inspires you rides over the top of all that.

Things that inspire you are sometimes obscure, sometimes they are trivial in the moment things like cartoons or funny quotes on the web or even someone's twitter notes. Inspiration is not about should do or shouldn't, it's about quirky things that make you feel inspired.

Things that inspire you can change over time. One day you might be sitting with your desk facing north and the next that just doesn't feel right. Are you sensitised enough to work with these things?

So, there are little moment by moment inspirations. There are also week by month inspirations. Projects, hobbies, movies and sports that really inspire you - give you that daily, weekly or monthly buzz. This is really important. A whole week or month without your inspiration is boredom and remember, the opposite to happiness is not sadness, it's boredom.

These little moment by moment inspirations add to daily inspirations, and these add to weekly and eventually monthly inspirations.

But there needs to be long term inspirations as well. If we live moment to moment it's too easy to come unstuck, get off the track following whims and chasing little moments when the big fish is waiting.

So, there's a dire need to keep the bigger picture in mind. To do this, you need to know what inspires you - about the long term.

Inspirations do change. Music that inspires you can become un-inspiring after a time. But your life inspiration - which by the way - is not a relationship - needs to be something that really lifts your spirits way higher than anything else.

When someone asks you, "what's your future look like?" You may justifiably say, "I don't know." However, if you don't think this future will be positive, then you are going to get into a real headache lifestyle.

Sure, we don't know exactly what's going to happen in the future, but we do need to have confidence that whatever it is, it will be good.

I have inspiration for a huge idea, a long term inspiration and it's almost like I have no choice. It's my destiny. As long as there's some hope, even if it's just slight, that I'm moving toward that destiny, I'm inspired. If I lose hope for it, I'm the opposite, desperate.

To know what inspires you, it is normal for you to need some silence. For me, that's achieved in nature. I go play in nature. For you, it might be a church or playing a musical instrument. Whatever it is, silence comes only when we become completely absorbed in what we're doing.

I went to a rock concert where my close friend was performing. I love this guy and his music. It was the loudest music I've ever heard and I was right up next to the stage. In this concert I had complete silence because the noise was just on the outside. Inside I was inspired. That's the gift of inside out living.

In Nepal, on top of those Himalayas, I get inspiration too. The wind might be howling a gale and it might be 20 degrees below zero, but I'll be so silent inside there's just pure inspiration.

So, getting in touch with your inspiration is a personal thing. It's a crucial discipline otherwise life just becomes a cranking machine, one day in, another day out.

What inspires you?

What is inspiring about the future for you?

## **2. The second aspect of inspiration is fighting off the things that kill it.**

If you want to know what can go wrong with your plans for the future, simply tell your best friends how excited you are about the future.

This isn't mean, it's a human way to protect friendships. People don't feel comfortable when one of their number break rank and start developing "big plans."

Here are a list of potential inspiration killers:

- \* *Friends giving unsolicited advice*
- \* *People who love mediocrity and safety.*
- \* *People with depressions*

- \* *New Moon time*
- \* *Periods of grief or anger*
- \* *Times of lost hopes.*
- \* *Excess food and alcohol*
- \* *Periods without exercise*
- \* *Domestic Aggression.*

But there are many more. The question is how you are going to respond when these challenges from others, or even your own life, come along? Are you going to reject those people, reject those emotions? What will you do?

This is a vital key because how we treat others reflects back on how we treat ourselves. If we are cruel to others we get cruelty, if we are angry toward others we get anger directed at us.

If we reject others we get rejected.

So, staying inspired has a lot to do with how we treat other people.

Considering that those inspiration killers are a part of our every-day life, how are you going to manage them?

### **What not to Do.**

Reacting to inspiration killers gives power to them.

Not reacting to inspiration killers is a reaction in itself.

Trying to fix inspiration killers is energy draining

Not caring about inspiration killers lacks compassion.

### **What to Do.**

Let them in - let the inspiration killer have its affect.

Allow it to do its work.

Release it within ten minutes.

All nature grows at the border of chaos and order. Therefore, there must be chaos in your life. If you stay inspired, resist all intrusion then you will not grow.

Let inspiration killers in, feel your reaction, feel it in your mind and your body and then, when you feel that it has affected you to the maximum, re-inspire yourself. There is no need to wallow in it, just a few minutes - up to an hour, to let nature do her work on you.

### **Re-Inspire Yourself**

- \* *Inspired vision is more than goals and ideas.*
- \* *It is a WHY bigger than anything.*
- \* *It is a reason to wake up in the morning that energises you.*
- \* *It is a sense of greater purpose.*
- \* *It's a commitment to something greater than self.*

### **How does it feel to re-inspire yourself?**

- \* *Artists experience inspiration as if their hand is being guided.*
- \* *Song writers experience inspiration as if the words were already written.*
- \* *Mountaineers experience inspiration as if they'd climbed a new route once before.*

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- \* *Lovers experience inspiration as if they could hear their partner speak from miles away.*
- \* *Executives experience inspiration in business as if the deal is just too easy.*
- \* *Athletes experience inspiration when they find their second wind and just forget the competition.*

### **How to Re-inspire yourself**

I take entrepreneurs to the Himalayas of Nepal. The tough physical and mental challenge opens people to the incredible inspiration of the mountains. Those mountains have everything: energy, isolation, nature, beauty, awe and total immersion. Here inspiration is natural. It takes an all consuming experience in nature to re-inspire people in Nepal. That is one way.

Sometimes I take clients into nature to find the perfect place for them. We might walk in a park or sit by a lake, or even the beach looking out on the ocean. It is strange because everyone is different, and therefore what they find as an inspirational space in nature is different.

Other clients prefer a physical - emotional challenge. They might try paragliding or sea kayaking in rough seas. They explore the boundaries of their capacity and in doing so, reach massive levels of inspiration. We used to run outdoor experiential learning programs for people to help them re-inspire but there is a huge diversity in the human condition. Some people become inspired by these activities and some are simply scared to death, which is not inspiring at all.

Some people love a specific movies, or a piece of music. All they need to do is to watch that movie or play the song to rekindle their inspiration. Others go into meditations and connect with the emptiness of spirituality or sit in prayer and connect to their religion and Gods.

There is no one way to re-inspire yourself. The key is to know what your specific process is and to accept that inspiration is not meant to stick 100%. Nature needs you to lose your inspiration and she needs you to re-inspire yourself.

Sometimes what inspires you changes. I have clients who married people who inspired them and then lost that connection and had to find other mechanisms.

Inspirations are not random or constant. We need to continually explore inspiration giving activities. Painting, music, film, photography, writing, acting, surfing, learning, driving, diving, flower arrangement.

It is also important to recognise how we can sometimes take the inspiration out of something by rationalising it. For example: my client was inspired by cooking. She decided to become a chef and did training but the training was not presented by an inspirational teacher, and the joy almost completely evaporated.

Another client loved racing cars. He invested in the car, the equipment and training. Then, suddenly, with the birth of his first child, the joy went out but he'd invested so much and had so many friends in that world, he couldn't extricate himself voluntarily. Eventually he was involved in a major accident on the track and that helped him realise that we sabotage anything that doesn't inspire us.

## **Holding Inspiration**

Everything can become mundane. Some people are experts at taking the extremely inspirational and making it extremely mundane. They become stressed at the complexity or insecure about the vulnerability of doing something inspirational and then drive to automate or regulate what they do.

This is a habit we can all fall into.

I remember once I was totally inspired by surfing. I had a sit on surf board called a wave-ski and there was limitless fun to be had. Then I upgraded to a fine, executive, world class competitive wave-ski in order to improve my inspiration. But I ended up killing my own inspiration. I made fun too difficult by getting too ambitious. The fun went out, I competed in big competitive events but the real inspiration died when I took myself too seriously.

At work, holding inspiration is more difficult than in other areas of life because there are serious consequences of failure. There are also a range of duties and negotiations with people that often bore or aggravate us, but are essential.

The skill to hold inspiration at work, is by far the most critical factor in success. Remembering that we sabotage anything we lose inspiration for, sustaining inspiration at work is vital.

### **Here are some key suggestions for holding inspiration at work:**

*Adapt* your process of work to always focus on getting more done in less time. Make this the constant aim of your self-management. How to do more in less time will evolve and inspire your working culture.

**Move** - don't be afraid to rearrange your workspace, including your desk and computer placement. Add and remove decorations, photos, art and objects that remind you of your real reason for living inspired.

**Give** - Although inspiration at work is often measured by what comes to you, the greatest trigger for inspiration comes from what you give others. Generosity, Kindness, Compassion and Appreciation are the four most important gifts you can give others that will cause you to remain inspired in your work. In contrast, the more you withdraw those - the less inspirational your work will be.

**Routine** - Sustaining a strong structure in your day, frees you to be more inspired. You will notice that the most emotional and desperate people hold no routine in life. Get up at the same time each day, exercise, eat well, hold meetings at regular times. Avoid using spontaneous time choices to stimulate yourself or your team. Even fix your departure time so that you fit more work into less time.

**Authenticity** - All things in nature bend, flex and move. Be honest with yourself and your experience of home, work and personal life. Let the world come in, but don't play victim. Let things - feelings and emotions in and then, re-inspire yourself. Too many people get the first half of this equation right (let stuff in) but don't take the power to return to inspiration after a few minutes of authenticity.

**Body Respect** - There's an unlimited supply of fat causing, health killing, heart destroying foods and drugs around that can stimulate the sensation of inspiration, but cannot be sustained. When thinking of using foods or whatever to stimulate inspiration, consider the long term. Ask, "If I do this all day every day, will I be respecting or disrespecting my body?" I mean, I love a coffee and sometimes

when I'm in the pits, and need to re-inspire myself, there's nothing quite like it. But, it's really not a healthy long term option.

**Mates** - I have some amazing friends who just inspire the day-lights out of me. I also have some friends who challenge me. I have family that bores me to tears and some who totally transform my day, like my grand-daughter, Samantha. With inspiration, you just need to be honest with yourself. Some things do, and some things don't inspire us.

**Love** - In the silence that comes in a moment of love, inspiration is automatic. So, you might see an interesting window of opportunity here for yourself. The person who pisses you off the most, is the one who provides you with the greatest opportunity to be inspired the most. If, and only if, you can, after chewing your tongue off holding back your frustration, get to love them for who they are.

**Competition** - My client came to visit my office absolutely inspired. He'd just won a good order for his product. Frankly, he didn't need the money. It was more a victory for himself over himself that mattered. Competing with yourself is a really inspiring thing. Setting PB's (personal bests) is just so important.

Be Real- 50% of all my clients are beating themselves up about being who they are. And of those 50% nearly all are expecting something that just can't happen.

***Nature's Law: We are all interconnected. The leader affects the follower and the follower affects the leader. Consciousness separates them.***

## Xtreme Skill 6. Life Balance Skills

Because of poor Self-Leadership at work, my ex-wife said, “You need more balance.” She wasn’t talking about more time, she was talking about more quality of time, bringing the “me” that she married home, not some half committed, needy, 28 year old burned out business heavy.

My behaviour around my children changed too. The less inspired I was around my work life, the more inspired I wanted to be around my children. I started going to football games to watch them play, cheering from the sidelines, but not as a fun loving open hearted parent. I had my ego invested in getting inspiration from their success instead of my own life. My relationship with my children started to change as a result. That pressure can be quite claustrophobic.

A balanced family life comes from a balanced work life. A balanced work life comes from a balanced person. Work and life are not the two ends of a balance scale. A balanced person is balanced at work, at home in themselves - not balanced by people or family.

A balanced athlete is a balanced person. A balanced leader is a balanced person. Home is no place to remedy imbalance at work. If you come home with less energy than you went to work with, then that’s a feedback reality check. You are out of balance in life. Not just at work.

A balanced relationship can only come from a balanced person. Two people cannot balance each other in a sustainable way. We fluctuate and cycle, so sometimes there’s domestic balance and sometimes not, that’s why personal balance brings stability to relationships.

In leadership an imbalanced personal life can be really destructive. One CEO was so proud that she had made major steps in transforming her organisation. “We don’t have much stress here now that we’ve become a peaceful organisation” (half balance). So I asked her, “Where did the challenge go then? (The other half of the balance) Where did the challenge go?”

Anyway, six months later she contacted me and said that they’d surveyed the personal life of their employees and there had been an increase in problems at home. She had made a peaceful workplace by, in some ways, sending the frustration and tension home.



There are seven areas of life, seven areas of balance. Rather than think, “I’ll balance my career stress with my relationship peace, you are far wiser to balance career stress with career peace, and relationship peace with relationship stress.

***Nature’s Law: Primal thinking: balancing one area with another, leads to uncertainty, confusion and insecurity. Balanced people create balanced lives.***

## Xtreme Skill 7. Feel or Be Real?

We each have the right to feel whatever we choose. We feel happy, sad, angry, resentful, warm, excited, enthusiastic, critical or motivated. We choose how we feel but how we feel is never REAL.

There is a massive void between Feel and REAL. One, is our emotional response to the world around us. Our conditioned reaction to how things look. This conditioned response is not always healthy. And so, what we feel is a choice that may not be in our own best interests.

On the other side of this dividing line is what is Real.

What is REAL can sometimes be totally counter intuitive compared to what we feel. Lets explore it:

FEEL	REAL
Resentful that we have been victimised, bad luck etc.	Nobody does to us more than we do to ourselves.
People, money, fitness all compete to be highest value.	Inspired Vision is your highest value.
You choose how you feel	Real is Real, no choice.
My job is my purpose in life.	My purpose and my job don't have to be one in the same.
What comes from me is most important.	What comes to me is the highest priority.
I can feel whatever I choose	Any feeling other than thankfulness is going to sabotage my health, relationship or business.
What matters most to people is what I feel about them.	What matters most to people is how much I am inspired by my vision.

FEEL	REAL
If it feels good do it.	Don't ever do it just because it feels good.
My feelings represent some measure of reality	Feelings have no bearing on reality. They are just choices.
Failure is bad.	Failure is humility and humility is the foundation of authenticity.
Talking to someone helps them.	Listening to someone helps them.
If I follow my feelings I'll be on the right path.	If I follow my feelings I'll be on the wrong path.

***Nature's Law: Balanced thinking is authentic thinking.  
Imbalanced thinking is emotional thinking. The emotional person wastes three times the energy to achieve the same result as the balanced thinker. Inspiration is balanced thought.***

## Xtreme Skill 8. Self-Leadership

The aim of good self-leadership is to get our personal act together so that we can turn our mind to inspirational things.

What greater gift can there be in a person's life than to have reached a state of self-awareness that can allow them to focus on living inspiration?

### **Skills for Inspiration:**

- \* *Live a successful balanced life - health, relationship, career and wealth.*
- \* *Do Real Reality checks to save time, effort, energy.*
- \* *Solve problems before they cause problems.*
- \* *Do things detached so there's no killing the fun.*
- \* *Trust something deeper than attachment to the surface.*
- \* *Find that place of inner peace that never changes.*

### **Skills - The How to stay inspired:**

- \* *Step one, to cut out the emotional rhetoric.*
- \* *Step two, to know how to Turn-Up, stress free.*
- \* *Step three, to have a mission in life greater than self-pleasure.*
- \* *Step four, to measure success to include a relationship.*
- \* *Step five, to be healthy enough to enjoy life.*
- \* *Step six, to know your possibilities for the future.*

With wisdom in your pocket there's no reason to veer off track, get confused or lose the path.

## ***Mental Health***

Einstein apparently said, “most people give up when they are 99% of the way to success.” The reason is very often because they have not developed the tools to help them through the tough times. What we need for success in life, is an unflappable inspiration. In leadership there are a thousand reasons to turn back, and often only one to keep going. Small things can become big things, a simple blister can make a steep hill feel like hell. For this reason, whether walking or leading, the skills to hold unflappable inspiration become a precious asset, a single anchor back to reality.

You must make friends with disappointment. Too many people get stuck holding one picture in their mind, and just can't adapt to the reality that things are not as they expected. It's like they think by doing a tantrum or suffering deeply it's going to change something. But nothing changes until something changes, and that change is usually mental.

If you can make friends with disappointment, everything is a bonus.

The great leader is the one who can implement Plan B. How many Plan A's do you think ever manifested?

Adaptation is the key to mental health. Call it resignation, acceptance, appreciation or even reality, adaptation means you stay cool while things around you get hot.

A monk once said, “Western people always want what they haven't got, they set goals and strive to reach them. In our world, we strive to be happy with what we've got. That way, we're al-

ways happy, irrespective of circumstances. This is the foundation of inspiration.

The uninspired person is looking at a closed window, hoping that their complaining or suffering is going to make it open again. They can't see that very time a window shuts in life, another one opens nearby. Nature abhors a vacuum. So, disappointment is saying, "look around dummy, there's another outcome, better and bigger, right over there."

Disappointment, as uncomfortable as it may be, is a sign of honesty. The difference between what we want and what we get from life is often the difference between letting go of what is lost and opening up to what is here. I suspect the monk was right, "better to want what we've got."

The brilliant part of disappointment is that it creates a sense of compassion rather than anger and this gives us options. Angry about what disappoints us just makes matters worse.

Labelling our disappointments is important. By saying, "I'm disappointed in my day" you can see where you are beating yourself up, not being thankful and this is a great awareness because lacking thankfulness sabotages our health, wealth and happiness.

To say I am disappointed in my job means you are being honest. At least then you can consider your options. Of course it doesn't stop at disappointment. That's just a reality check. Now you can ask, "what are my options?"

Disappointment is an amazing sign post for people because it shows where we are blocking energy. Dealing with disappointment is easy once you admit that it is there. You just change your expectations or change the situation. Anything else is a waste of fuel.

For example: when the business woman found her husband had cheated on her, she was angry and hurt. She couldn't believe that it had happened. He was on his hands and knees begging for forgiveness. The first thing we achieved was that she didn't react with decisions about the future until her emotional pain settled. They slept in separate beds so she could stay clear and away from his guilt ridden attempts at make-up sex. Then, we dealt with those emotions completely separate to him, processed her anger and tried to understand the situation from a balanced viewpoint. All that was left, after a day or so of process was disappointment. To own this was a big step in courage for her. Most people want to get stuck in "I'm right - You're wrong" resistance.

Instead of the classical righteous stand, she decided to listen to her inspiration. Now she could see that he really needed to move on but was stuck. His affair was the truth, all the reset was blab blab and she'd had enough of that.

Her partner begged and pleaded, she wanted to work through the issues, but they were not hers anymore. She'd come to an inspirational place in her life, she realised that she was no victim and actually had been holding her life back waiting for him to wake up and smell the roses.

***Nature's Law: Empowered by the honesty of disappointment  
- clarity means better choices, and with choices comes real  
freedom.***

## Xtreme Skill 9. Compassion

Compassion is empathy. In Australia, our indigenous population was decimated by Anglo-Saxon invaders, just as the Spanish invaded South America. We can't reverse what was done, that is now a sad history, but we can have compassion for how it must feel for an Indigenous person to be so dispossessed.

Many people think compassion is sympathy or even imagining how we would feel in someone else's shoes, but this is not compassion.

Compassion comes from asking people, "how does it feel for them to be in their shoes."

It can be easy to say, "If I were in their shoes, or if that ever happened to me" but this is empathy. Compassion is far grander because it asks "how do they feel to be in their shoes."

To have compassion you try to avoid judging people. One man might be angry and you say, "I wouldn't be angry," but that's not compassion. Compassion simply has an understanding of how it feels to be angry like that person is. Logical or not. You can say, "I know how it feels to be angry like that."

Compassion is important because it validates people. You validate people by simply accepting how they feel, even if it is not how you feel.

That's an important ingredient of life. People feel respected when they are validated.

***Nature's Law: We treat others as we treat ourselves.***

## Xtreme Skill 10. Power Breathing.

### **A balanced person has a balanced breath.**

90% of human mental and emotional problems have their root in improper breathing practices. Even western yogi's don't fully understand the importance of breath. It is not an exercises to breathe right, it must be a habit.

Worry affects breathing. After 6 weeks of worry or depression, the breathing pattern can create a new habit and then, even at night, when there is nothing to worry about, the breathing reconfirms the worried pattern in your body.

Many leaders often die young because they forget to breathe right. This is so often overlooked as we sit in the car, the office chair or stand talking to clients. Breath controls life.

### **The Complete breath**

- \* *Deep breathing requires whole body breathing with intake through the nose, filling the abdomen, middle and then upper chest. The exhalation takes the same time as the inhalation, but goes in reverse. First, empty the upper, then middle and lower chest and complete each exhalation by squeezing your abdomen tight to expel all the air. The measure of a good deep, long breath is the level of rib expansion on the in breath and the degree of muscular contraction applied to abdomen on the out breath.*
- \* *Deep breathing is a gentle breath. To get an idea of how gentle, place a feather 2 cm in front of your nostrils then do deep breathing. The breathing should not disturb the feather at all. Deep means long and soft - not loud and big. Developing deep breath-*

*ing is vital and you are wise to keep practising this exercise for at least 6 weeks until it becomes a habit, even during sleep. It is a brilliant habit.*

### **The Cleansing breath**

- \* *The Cleansing Breath ventilates and cleans the lungs, stimulates the cells, gives a general tone to the respiratory organs and is conducive to general health. If you are a speaker or and singer you will find this breath especially restful. Be in Stillness, then, inhale a complete breath through your nose. Retain the air a few seconds. Pucker up your lips, as if for a whistle or a kiss, and then push a small amount of air out through your mouth with a squeeze of your abdomen. Stop for a moment, holding the same breath, and then exhale a little more air. Repeat until the air is completely exhaled. Resist the temptation to breathe in until all the air is out. Make sure you use your abdominal muscles to support your lungs in exhaling the air. Breathe in through your nose and repeat. Only do one or two at first. You can get up to 10 “pushes out” with each inhalation.*

### **The nerve vitalising breath**

- \* *This is one of the strongest nerve stimulants known. Its purpose is to stimulate your nervous system, develop nerve strength, and build energy and vitality. This exercise brings a stimulating pressure to bear on important nerve centres, which in turn stimulate and energise the entire nervous system and send an increased flow of Vitality to all parts of your body. Be in Stillness, stand tall and inhale a complete breath. Extend your arms straight in front*

*of you, letting them be somewhat limp and relaxed with only just sufficient effort to hold them out.*

- \* While breathing out in sharp bursts through the nose, draw the hands back towards the shoulders, exhaling only a portion of the retained breath each time (it pays to blow your nose before this exercise). Keep your elbows out to the side, contract the muscles and put force into them so that when your fists reach your shoulders they will be so tightly clenched that you feel a tremulous motion, almost like punching yourself (*
- \* Then, keeping your muscles tense, push your fists slowly out and then draw them back rapidly several times (still tense). Do this as many times as possible on this one inhaled breath.*
- \* Exhale vigorously, using the cleansing breath method, as you pull you're arms in. Do this three or four times on one inhaled breath.*
- \* Eventually you might achieve 20 movements on one inhaled breath, but remember to use your abdomen to exhale the breath each time. The efficiency of this exercise depends on the speed of the drawing back of the fists, the tension of the muscles and the fullness of the lungs.*

### **Breathing techniques for Personal Vitality –The retained breath**

- \* This very important exercise is a practice in fully extracting vitality from the air.. It strengthens and develops your respiratory muscles as well as your lungs. Frequent practice will also tend to expand your chest. It's Be in Stillness, then, inhale a Complete Breath. Hold and visualise the vitality of the air moving from the*

*inner surface of your lungs into the blood and around your body. Retain air as long as you can without gasping or placing your nerves under any energy draining duress. Exhale slowly when you can hold your breath no more. Remember, holding your breath too long exhausts energy. Then practice the Cleansing Breath. Remember that if you go into excess or over tension in the nerves you will deplete energy rather than build it.*

**Breathing techniques for lung cell stimulation**

- \* *This exercise is designed to stimulate the air cells in your lungs, build energy and improve your immune system function. Be in Stillness, sit or stand tall and place your fingertips on the sternum bone of your chest. Breathe in very slowly, and while inhaling, gently tap up and down your sternum bone with your fingertips, constantly changing position. When your lungs are filled, hold your breath and continue to tap with your fingertips up and down the sternum. Exhale slowly, continuing the tapping. Remind yourself of the steps in a complete breath and make sure that this method is becoming a natural habit. Finish with the Cleansing Breath.*

**Breathing techniques for vitality**

- \* *This is an important energy building skill is great training for high altitude trekking. It's very important for high altitude training to practice energy absorption, lung cell stimulation, cleansing breath and deep breathing. Be in Stillness. Walk with your head up, chin drawn in slightly, shoulders back and take measured step. Inhale a complete breath through your nose, counting (in your head) 1,2,3,4,5,6,7,8 with one count for each step,*

*making the inhalation extend over the eight counts. (Or 4 if you can't make the eight) Exhale slowly through the nostrils, counting as before 1,2,3,4,5,6,7,8 one count to a step (or 4 if you can't make the 8). Always do the same number of steps breathing in as breathing out. Then repeat and try increasing the length of inhalation and exhalation counting 1,2,3,4,5,6,7,8,9,10 one count to a step breathing normally. Repeat as long as you choose. Eventually there is no need to stop the practice on a thirty to forty minute walk. In the Himalayas, you may need to modify this practice because there is less oxygen in each breath. It might be counting 1,2 for inhale and 1,2 for exhale. We call this walking under the breath, and it is a part of the Energy building process in the mountains.*

- \* Sit or lie flat on the floor (use a ground cover) completely relaxed, with hands resting lightly over the Solar Plexus, breathe rhythmically. After the rhythm is fully established, use your will to ensure that each inhalation will draw in an increased supply of vital energy, Qi, from the atmosphere to be taken up by the nervous system and stored. At each exhalation, use your will to distribute that vital energy all over your body, to every organ and part; to every muscle cell and atom; to every nerve, artery and vein, from the top of your head to the soles of your feet. Invigorate, strengthen and stimulate every nerve, recharge every nerve centre by sending energy, force and strength all over the system. Now, form a mental picture of the in-rushing energy being transferring through the lung wall and then to all parts of your body down to your fingertips and toes. With your body fully*

*powerful, hold this state and start to draw the mental image you intend to create. See it with finite detail in your mind's eye. Now energise this picture with the energy from your body, becoming connected to the project, bringing the project into your body. This is the natural process of manifestation.*

**Breathing techniques for Distant Communication.**

- \* *To communicate with a person at a distance, you must form a mental image of them until you can feel yourself to be connected with them. This is a psychic process and depends on the capacity to create mental imagery by the sender. You can feel the connection when it is established through a sense of nearness. When connection is established, say mentally to that person, "I am sending you a supply of vital force, Qi." Then picture the Energy leaving you with each exhalation of rhythmic breath, travelling across space instantaneously and reaching that person. This process is highly unfamiliar to the West, but is the foundation of Eastern wellness and healing communication.*

**Breathing techniques – Cellular breathing for Managing Physical and Emotional Pain.**

- \* *Emotions are physical. Although we focus on the mental experience, they appear in different parts of our body. So, releasing emotional pain is the same as releasing physical pain. They are the same blocked energy. Lying down or sitting erect, breathe rhythmically. Hold the thought that you are inhaling Qi. When you exhale, send the Energy to the painful part to re-establish the circulation and nerve current. Inhale more Energy and then exhale for the purpose of driving out the painful condition, hold-*

*ing the thought that you are driving out the pain and the associated toxins. Alternate the two above mind commands. With one exhalation stimulate the part and, with the next, drive out the pain. Keep this up for seven breaths, then practice the Cleansing Breath and rest a while. Try it again until relief comes. It won't take long. Many pains will be relieved before seven breaths are finished. If you place your hand over the painful part, you may get quicker results. Send the current of Energy down your arm into the area that feels blocked.*

- \* *Fear - lower back and abdomen - digestive area.*
- \* *Anger - upper neck, thoracic, chest area.*
- \* *Frustration - lungs, ribs, hips, arthritis.*
- \* *Guilt - Throat, oesophagus, front neck, headaches.*
- \* *Shame - ankles, rosacea, acne, sleeplessness.*
- \* *Insecurity - knees, migraine, constipation.*
- \* *Uncertainty - lack trust - intestinal gas, belching, hair loss.*

There are over 5,000 breathing techniques made available for every ailment, mood and desired outcome. I have only presented a few vital processes that will make a radical difference for the average office person. Breathing techniques are also focused for home, sport, creativity and relaxation using energy management skills.

***Nature's Law: Breathe in to Inspire. Breath out to Calm. A long breath is a long life.***

# Xtreme Skill 11. Anger Management

One lady came to me after 10 years of anger for her boss. Her children were playing havoc, violent and traumatic; her two partners since had ended up in traumatic relationships with her. She'd seen therapists but her story of her 10 year old relationship with her boss remained unchallenged. She desperately needed a reality check, but the question was, "would she allow it?"

Her anger was serving her. Her stories were part of her identity. She felt empowered by telling the world what an ass her boss was. More importantly, she felt angelic and righteously innocent of any cause of the problem up by throwing all the blame and anger on her boss.

This lady was a manager in a company with 2,000 people. Her anger came into her work, upset people, splintered her department, fragmented the culture, validated all sorts of emotionally corrupt and distracting behaviour all the way down to the cleaning staff. She was disliked by some, admired by others as a no-bull, results focused and tough woman. It's an image that looks productive and successful, but few know the pain that exists inside someone who lives and works like this.

She had so much courage and she did face her demons with me. But the story of her boss had nothing to do with it. We can't do to others more than we do to ourselves. Her anger for her boss had carried as a theme through her life. Story after story she'd found to

justify her anger and my job was to find the root of it rather than put a bandage over it.

She was angry about something, justified by her stories and holding it like a safety rope to hell and back. Privately she was a really different person to the one she presented at work but until she dealt with her underlying anger, she'd continue to be, in spite of all the corporate time invested in training and type profiling, "the manager that caused problems."

This is important stuff, because if anger underpins a lot of what people do in the name of peace and goodwill. Then, it seeps through from our heart and infects our health.

I've seen anger ruin lives, relationships and health over and over again.

If there is anger underneath our thinking, even if, like this lady it is anger that we feel justified in holding, then much of what we do in the name of improved productivity or self-help is just reinforcing that underlying anger.

When I was an environmental engineer I was an angry peace protester. Which made me an angry business manager, an angry partner and an angry father. I spread that emotion like a flu, everywhere I went, sneezing my anger germs telling people about how bad things were and how we needed to fight against it. I didn't feel angry, just protested about pollution and ecological imbalance, but I was angry. There is no partition. We can't be an angry peace protester and a loving parent. It's impossible.

Anger causes anger.

Nature is a tough teacher, but there are a thousand warning signs, little taps on the shoulder, to remind us that anger is there, even when we don't know it. Here are a few of those taps:

- \* *People being angry at us*
- \* *Dropping things, losing things*
- \* *Tired*
- \* *Eating too much*
- \* *Constipation*
- \* *Headaches*
- \* *Swollen joints*
- \* *Forgetful*
- \* *Poor concentration*

These taps on the shoulder happen long before the big thumps of life happen. The key is in dealing with anger, hate and greed before discomfort turns to disaster.

I meet a lot of people who are angry about the world, the global warming, the state of the economy, terrorism and poverty and who justify their anger in human rights. But this is not helping human rights. One angry person makes one problem even more of a problem. More anger does not solve anything - long term.

People can also justify their hate. They hate the opposition, hate their life, hate their job: and the surprising thing is that it's hard to talk them out of it. Sometimes there's a sense of safety in hating people and things, a sense of security. But this hate, like anger, does more harm to the hater than the hated.

Anger and hate can have a value when our back is against the wall and we're facing a life and death challenge. Maybe they stimulate adrenaline and might, in some cases help motivate us, however, such life and death struggles are rare and 99.9999999999% of life is not like that. Even in the most challenging sporting circumstances, there are other options that work better. Anger and hate might be a survival mechanism, in war but for the rest of life, these emotions are as low as it gets.

Most human catastrophe, disaster and humbling circumstance has it's root in anger, and this is self destructive. My observation is that many people with depressions, self-abuse, addictions and emotional turmoil are, deep down, really angry about life.

Anger has many disguises but the most tricky one is righteousness. The more insecure we feel the more right we want to be. That's how we build our ego, trying to defend our innocence. It's why fundamentalism, born again religions and terrorist cells can attract angry people. They offer an extreme righteous opinion of life, exactly what angry people need to feel vindicated.

**There can be no peace in an angry heart.**

Happiness isn't a matter of degree. You either sustain happiness or you feel angry. Pain and challenges come and go, but suffering is fed, at it's core, by anger.

I found that a great step in overcoming anger is to deal with any sense of insufficiency I was carrying. Ironically, what did work for me was going to the mountains and absolutely witnessing just how small my views on life were. Just how humble my opinions were. It helped me let go the need to be right.

The first time I stood looking at those amazing Himalayan mountains I cried. I cried big time. Those tears were really serious. The mountains were so inspiring, so huge, so..... (Sorry, no words) .....

Perfect!

How small was I? How lucky did I feel?

All my worries just seemed so trivial. At night, the stars are awesome in the Himalayas, no city lights confuse the view. Thankful, just to breathe, to see and feel this awesome experience.

All my anger and hate and judgement I'd carried unchallenged through 10 years of yoga, Zen and therapy, stuff that was killing me and blurring my happiness with life went out of my being in seconds.

### **Exercise in Anger Management**

Feeling anger is human, getting angry is animal. Don't waste your life energy on being angry. Nature gave you that life force for a productive purpose, opportunity and talents and to be angry is to simply squander them away. Simply take any anger that comes and either let it go, or transform it to life giving higher emotion.

Anger comes to our body through our feet, from the earth's core, 6,000 km below us. It arrives raw, fired-up and powerful. The Hindu people call this energy Kali. Kali comes from the Sanskrit root word "Kal" and this means time. There is nothing that escapes the all-consuming march of time. In Tibetan Buddhism her counterpart is male with the name Kala. Kali or Kala, bring the death of the self-centred view of reality. They are considered the destroyers of unreality. Here is anger, it has a point, not to be expressed but to give us strength to grow through challenge.

**Directing anger - Letting go.**

When you feel anger, or feel yourself getting angry, find where it is in your body that you feel it most. Is it in your stomach below the navel, or the chest, fist, jaw, or throat? These are areas of your body that have become contracted, and in this state they cannot function. Literally, they are blocked energy centres. One method to change anger is to focus one by one on the areas of blockage and begin to release them one by one. If you can sense the energy within your anger, and if you can concentrate on feeling that, you will find where your body is storing it. That area is most vulnerable to pain, stiffness, illness and disease. Just release the anger back to the earth to where it came from.

So many of our life and work problems have their root in anger. Sometimes we don't even know that we're angry, or even what that anger is about. So, owning the anger is a good first step. Here are more signs of bottled up anger we may recognise:

- \* *Sudden tiredness*
- \* *Excess alcohol*
- \* *Immune breakdown*
- \* *Grumpy*
- \* *Lost libido*
- \* *Depressed*
- \* *Unclear thinking*
- \* *Constipation*
- \* *Headaches*
- \* *Thoracic back pain*
- \* *Skin inflammation, arthritis, gout, acne*

If you are tired a lot, continually in need of stimulation like alcohol, drugs, or eating far more than you need or even depressed there's a high probability that you have anger going toxic inside you. Festering residual anger is really the root of much addiction and health problems.

**Dealing with it.**

Turn off the phone. Turn off the TV. Get a pen and paper, put on a coat or whatever you need. Go alone into nature to a safe place.

Sit down where the bugs won't annoy you. Find something nice to look at. Best if it is water in some form.

- \* *Ask yourself, "what are the things that I could be angry about in my work - life right now?"*
- \* *List these down as they come to you.*
- \* *Once you are aware of what is making you angry, then you can make choices about it.*

A quiet confidence comes over a person who knows the root of their struggles. The answers to life's problems are solved 99% of the time by knowing the cause.

- \* *Feel the anger you have toward a person or circumstance.*
- \* *What did this person do to you? Feel the anger in your body.*
- \* *Now, think where do you do this to others.*
- \* *Find the benefit to others that you do it.*

A quiet calm will come over you as you begin to realise that the anger you have toward others is actually hurting you more than them. Time to let it go?

**Be Proactive.**

By the time most people realise they are angry it's like a pressure cooker about to explode. The damage has been done. Instead of building up toxic anger you can discharge it so your health and mental wellbeing does not get toxic. Let anger come in, do it's work and leave - fast before it becomes stuck.

Expressing anger in any way just builds more anger.

We can't eliminate anger but we can move it out of our body quickly so that it does not poison us or anyone else. To achieve this we must become proficient at recognising the symptoms of bottled up anger in ourselves and then release it but not in negativity or directed at others.

To release anger instantly, take a deep breath, and as you exhale through your mouth (hold your mouth like you are whistling), feel the anger energy release. Sometimes holding your arms by your sides and shaking your hands helps release toxic energy through the tips of your fingers. Direct that released energy back to the earth.

**Own it**

Many people are absolutely surprised about how much anger they have. The most likely people to bottle up anger are the peaceful people, who are highly committed to not causing harm to others. Then, there's another group who always want to be right about things, primarily because they feel deeply insecure inside.

Owning your anger and making friends with it is a good beginning.

Observe nature and witness the beauty of anger. Make it your friend. The wild storm in your face, feel the strong power of the

roots of a tree, watch the rush of water in a flooding river. Observe lightning and thunder.

Recognise that anger is energy: raw, beautiful, powerful angry energy. We have a friend. Anger is not your enemy. Only being angry is our enemy. Anger is just the raw experience of nature's deepest power.

Most bottled up anger comes from not listening to our inspiration and intuition. Sometimes people make choices to stay in jobs for the money, or in relationships for the children and then they are angry at that choice because it means they've lost their happiness in the interest of making someone else happy. Then anger can come up and be directed at the job, the boss, the money, the relationship, the children when really, they are not the real cause.

This is why expressing anger is not the best solution to it. Most of the time, the person we are angry at, is not the real cause of our anger, just the screen we're projecting it onto.

So, speaking negative things about others is a common but unhealthy way to deal with our anger. Thinking those thoughts is equally as toxic.

***Nature's Law: You get back double what you put out. Nobody does more to you than you do to yourself.***

## Xtreme Skill 12. Thinking Skills

If you make a decision about setting the price of products today, based on the next few months of profit, you may be reacting to some trigger and not be considering long term cost. Your decision may be spontaneous, but it may have unseen long term consequences. It's better not to get into the situation where short term decisions are made without due diligence.

### The Marshmallow Experiment

New Yorker magazine reported that 40 years ago, at a nursery school at Stanford University, psychology professor Walter Mischel ran an experiment.

A group of four year old children were brought into a room, one at a time. They were given one marshmallow and told they were allowed to eat it immediately. However, if they could wait 15 minutes without eating it, they'd be given a second marshmallow and could eat both.

70% of the kids ate the marshmallow right away. Only 30% of the kids could wait the full 15 minutes to get the second marshmallow. This experiment has been repeated in other countries (Brazil and Japan) over the years, and the ratio stays the same: two-thirds can't wait, and one-third can.

But here's the really interesting part, 15 years later, the researchers followed-up and found that the kids who waited for the second marshmallow scored, on average, 250 points higher on the SAT test and were higher achievers in whatever field they had chosen (aca-

demic, athletic, artistic). They were all-around more successful and happier.

So the ability to delay gratification is one of the best indicators of future success.

Many systems, including the human body thrive on instantaneous gratification. Challenging this culturally imbedded thinking process is critically important to achieving long-term sustainable happiness.

During my MBA mid-program break I competed with 140 other MBA students to fill one of just a few places for three months work experience at PCEK, an Australian Consulting firm and an offshoot of the Boston Consulting Group.

One of the research jobs I was given was to do a competitive analysis of a market for electrical contracting in the \$50 million plus project market. We were doing a consulting job to determine the future strategy for one of Australia's largest firms in that industry.

So, with my short-term ethics, values that I'd used to run my marriage, my business and now my MBA I came to that project with unbounded enthusiasm. Thinking to myself, "How do I do this job fastest?", I came up with a plan. I rang the competitors pretending to be someone else, asked them the survey information and completed a two-month job in a week.

When I submitted the report and had to identify the source of this brilliant work, I informed the partners and they flew off in a complete panic. I'd put the company's reputation, integrity and long-term good will at risk by doing something that, in the short term, saved time.

That's was the difference between what I thought was real, and reality.

Now, I'd won that role through an incredibly intense interview process, exam results, a written paper and my background. On the surface it looks like I made a stupid mistake but really, it goes to the heart of motive. There is more to this story.

One week before I started work at the office of PCEK, my wife filed official divorce papers and, by my own confession here, I went mad. I cried a lot, felt sorry for myself, begged, thought about suicide and then, in the mornings, put on a suit and went to work. I needed the job, I wanted the experience and I had the prize position. But where was I coming from?

I was messed up and desperate at home and so, I was messed up and desperate at work. I was not in the same long term head space I was in during the interview.

In times like these it feels like we're doing well by partitioning work and home life, but at an emotional level that's impossible. We're more transparent and holistic than we think.

It's not what we think that is as important as how we think.

Short term decisions are made on the basis of lopsided information: more benefits than draw backs. This is called emotion.

Long term decisions prove that there cannot be more benefits than drawbacks and there can't be more drawbacks than benefits. Balance exists in nature - Balance exists in life - Balance exists in authentic thinking.

***Nature's Law: There are as many benefits as there are drawbacks in every decision. Wise people know it.***

## Xtreme Skill 13. Frusta

On the chart score yourself from 0 in the middle to 10 on the outside in each area of the chart. So, if you are perfectly happy with your life, score 10 on the outside circle for each area. If you are, say 5/10 for financial, score yourself half way along the financial line between the centre and the outside. Do this for all areas then join the points.



Now, here's the question I had to ask myself many times. If I could set my goals and wave a magic wand that helped me achieve all those goals immediately, would I be happy? In other words if I could be 10/10 in all areas of my life, spiritual, mental, physical, social, career, health and relationship would I be happy?

Well here's the trick to it. Do you see that little tiny circle in the middle? Well that was my 10/10 - 30 years ago. So, what happened?

My life expanded and as I achieved things, I set my goals higher. When we turned over \$1,000,000 in the business, which at the beginning seemed like a pipe dream, we set the goal as \$2,000,000. And that's life. The constant of life is ever expanding growth.

Nobody told me that as I grew up, my dreams would get bigger and therefore my problems would become bigger. Nobody told me that as my leadership role expanded or as my capacity to love expanded I'd need better relationship skills and a more visionary leadership roles to express it. Nobody told me, in all the thousands of meetings and sessions I had all over the world, the one thing that the marketing brochure left off was that if I grew from A to B, then, C would be just out of reach. Why didn't anyone tell me? Because it doesn't sell.

Would I have gone to a seminar that advertised: "In this seminar you'll become more peaceful, more happy and more in control of your life, just in time to birth another dream and vision of possibility to cause you to need to grow?"

No way... I was looking to escape challenge, not breed more of it.

So, I found that the first step in finding my personal integrity was to overcome my lower emotions like judgement, anger, frustration, greed and hate. And to help me do this, I used this self leadership chart. Even if it was just to find peace and stillness on the inside, it really helped me. This way, I could begin to separate the inner and the outer and therefore trust my intuition again. I needed to ac-

## Self-Leadership

knowledge that in my career, health, mental, relationship, financial and social worlds, I'd always be deficient on the outside.

My deficiency map, the one I drew over the seven areas of life, would always stay the same if I didn't change my attitude but by changing my attitude, I could bring it very quickly to 10/10 in all areas of my life, on the inside. Total contentment.

Contentment is important on the inside world because that's where 90% of our communication comes from and, where our critical inspiration lives. In contentment, there is no wanting, no noise, nothing missing.

### Understanding Frustra - Growth Rings

Nature grows in cycles.



We come into the world with one or two things not just perfectly right and because of this, we create an ego. A false self that seeks approval, feeds on attention and wants to get life right. This ego will never be secure and so, part of the natural process of life is to grow beyond it. These growth steps are called frustra.

The rings are called frustra, (origin is Greek) because they represent periods of frustration. Challenges where we've hit a glass ceiling and just don't seem to be able to get beyond it. Comfort precedes a frustra.

A business can also reach frustra. It can grow to a point of profitability and then, in spite of the fact that sales go up, profits don't.

When we hit frustra we start looking for things to change. However, if we don't change those things that create the frustra wall, we just run around like headless chickens. Changing things within the frustra but not expanding ourselves.

Frustra are made from comfort zones. When people talk about how moral, ethical, high valued they are, that's the language of the frustra.

The values that underpin a vision are what may be instrumental in taking people and their organisations to higher places, but they are also fences, blocks to growth at some particular point.

Comfort zones represent order. Sometimes in an organisation the "Old Guard" hold steadfast to their values, and that's what labels them, the old guard. Unable to break through their own "comfort" they block growth.

A couple in a relationship might meet on certain terms and agree that their values are a great mix. However, if those values are the same, 20 years on, the relationship will, when the children leave from within that frustra, implode.

Nature destroys anything that doesn't grow.

Frustra are exactly like growth rings on a tree. The last ring on that tree is the death ring. When the tree could no longer expand,

it died. And that's what happens to people and business. When we stop evolving, learning and expanding, we too, shrink and die.

Frustra - Frustration is the experience we have when we're trying to get through new challenge with old process. The beautiful part of this is that, if we do learn how to recognise and label a frustra, it becomes a positive growth period, rather than a self abusive sense of failure. In this way, we are continually adapting to the world around us: expanding, evolving. On the other hand, if we use old skills and get stuck in a frustra, we create disaster, humbling circumstances and illness to push us through it.

A great example is a client who sold his company. For the next few years he worked until he'd completed the contract and then started looking for a new opportunity. Everything he was offered demanded that he move home, but his wife didn't want to shift. The jobs he was offered were a great step up in responsibility from regional leadership to global leadership but because his wife didn't want to move, and he didn't trust his ability to handle the increased stress, he refused those opportunities and opted for a lesser job staying in his current locality. Four years later he was fired from his sideways move and, in the midst of an affair, he and his wife split.

Nature destroys anything that doesn't fulfil it's purpose, and the purpose of life is not ease, comfort or withdrawal from the coal face of challenge.

***Nature's Law - Anybody who withdraws to comfort attracts calamity, disaster and humbling circumstances.***

## Xtreme Skill 14. Adaptation skills

I went to Austria Skiing. The only other time I'd skied, I'd broken both my knees. So this time I was keen to have lessons. It was the off-season and when I arrived I found out why they call it the off-season. Everything is turned off. It's too cold. I arrived ready for powder snow and got rock hard ice for ski slopes. I could have skated on them.

What to do? I could have done a hissy fit, got angry and let the situation create spin in my life. Or I could stay happy and adapt, which is what I did.

I hired different skis because this surface really wrecks normal skis. I hired a specialist teacher in hard slope skiing and bought a double thick super heated ski suit (and looked more like the Michelin man than a skier). I didn't lose one breath, one ounce of mind noise, I just adapted, evolved, and had an absolutely inspirational time. Even being trapped on a frozen lift 30 meters above the ground for an hour became a chance to practice my singing to the valley below.

We are brilliant at adaptation. We've mastered computers. Even grandma uses a mobile phone and she used to wind-up the handle of the wooden phone box to make a call. We're brilliant at adaptation - most of the time.

There's a level of the human brain that's very primal. It thinks and instinctively reacts like an animal. This is the mind of the violent individual, the narcissistic emotionally dependent person, the terrorist and the self-righteous.

Fundamentalism, the “I’m right, you’re wrong,” attitude, which primarily belongs to our ape brain, exists in all of us. But it’s worst in business. When business people can’t adapt, they blame and don’t respond to “the weather” market forces and they get retrenched or the business fails.

I don’t think it’s wrong to label behaviour as unconscious. It’s a discrimination that may help us understand the need for different ways to manage people, and ourselves.

The fundamentalists and the terrorists have made non adaptation an art form. Whether it’s their company or their culture, fundamentalism is an attempt to stem the flow of time. This is contradictory to natural forces and can only be achieved temporarily and by force.

For the CEO of a small business in the middle of a democratic culture, well, there’s no real option but to adapt to survive.

In a company culture, that monkey brain can do massive damage.

Failure to adapt means circumstances dictate performance. That basically means we’re operating in whatever level of opportunity the market around us dictates. That’s extremely vulnerable and passive.

Adaptation comes from embracing opposites. The ultimate resolution of any conflict is when people collaborate. When the British government split India into Hindu and Muslim, and created Pakistan, they made a very short-term choice. Splitting things into left and right just causes conflict at the border. It’s unsustainable.

Adaptation at work means getting more done in less time. Each day needs to be performed smarter than the day before. People are

afraid of this progressive practice because the ultimate outcome from real adaptation is that we do ourselves out of a job.

Too much of business is time focussed rather than results focussed. If I can do my job well in half the time, shouldn't I be rewarded with twice the pay? Of course, if we're over staffed or don't have enough real productive work to do, then that's another topic and a good reason not to adapt.

*Nature's law - How do I get more done in less time with better results? That's evolution and essential to mental and physical health.*

## Xtreme Skill 15. People Skills

I hired an engineer, a tall thin guy who came with a great resume. We sparked against each other after one week, and three years later, in spite of so many training sessions we were still sparking.

I wanted his designs to be done yesterday. He wouldn't even start a design without understanding the whole philosophy of the factory, a luxury I couldn't afford.

Human beings all too often get measured on psychological tests, profiles and IQ. That's the measure of our EGO. Values, beliefs and ideas are Ego. What's the use in strengthening someone's ego by categorising them by psychological tests? Nature has a better, more authentic option. Your constitution.

We are born with a constitution. Whether we're Chinese, American, Arabic or Indian that constitution doesn't change. No matter how educated we are, or not, that constitution stays the same.

That constitution determines the food we thrive on, the office we thrive in, the weather, the relationship, the boss, the sales pitch, the colour we like, the holidays we take, the sport we excel in. And, it's not discriminating. All constitutions are unique and equally powerful.

If I am fire, and I do an air job, I will struggle for the whole of my life to sustain a good attitude, good focus, good health, good relationship, and good productivity. Don't you think it's worth exploring? We can tell your constitution from a photo. We can tell it at birth. We can tell your constitution without even knowing what you want and don't want. The whole idea is to see that certain constitutions thrive in certain jobs and certain environments.

My long tall engineer was one constitution. His constitution, if healthy, will be very philosophical and visionary. I could have known this in the interview or from his resume. Why did I have to struggle?

What if a person's constitution is built for marketing, but they get promoted to take up stamp collecting? It's like a tree wanting to be a building. Such things cause human suffering and are beyond the western scope of medication, pharmaceuticals, therapy, corporate governance, psychological profiles, ego enhancing, new-age, intellectual modelling.

90% of all personal growth and personal development in the corporate world is fighting to change what can't be changed instead of harnessing uniqueness. A massive waste and a huge human cost. Refer to the Report - Be in Your Element by Rama Prasad and Chris Walker free at [www.innerwealth.com](http://www.innerwealth.com) for more.

***Nature's Law - Authenticity means: Know yourself - Know your  
Constitution - get beyond your ego.***

## Xtreme Skill 16. Stress Management Skill.

In six months you'll have more stress to manage than you have now. Even if you retire and sit under the coconut tree waiting for lunch to drop out of the tree, stress is going to increase in some form. The natural flow of life is for an ever increasing amount of complexity for us to handle. Stress management means to match our ever increasing capacity to manage stress with an ever increasing amount of it. That's healthy. It's a harmony between growth and capacity.

Increased stress is a positive sign of growth unless we expect the opposite. So many entrepreneurs are surprised that their stress grows as their business gets bigger. Then there's trouble.

In nature, the environment always expands. Nothing shrinks. So, the storms get bigger, the communication systems get bigger. The environment is expanding and those within it need to be adapting otherwise, there's stress.

The best time to evolve is before you're up to your armpits in alligators. If you are in Nepal, standing at the airport, ready to start your 14 day walk, it's not a good time to start thinking, "What do I have to do to prepare for the challenge?" (You'd be amazed at how many people do that).

I began my speaking career at 36 years of age. I'd spoken in public about three times - two of which I wasn't sober, and the other was my wedding (where I probably wasn't sober either).

During that first sober speaking engagement, in front of 20 or so people, my eyeballs shook from the tremor produced by my knees. It was awful. With a little help from Zanax and a few other similar nerve killing processes, I got used to speaking to 20 people over the next five engagements. The day I felt totally relaxed with 20 people, 30 people turned up. To cope, I went back to Zanax and survival mode. After the next five engagements in front of 30 people, I didn't feel nervous anymore, so 50 people turned up. And so the story goes. Every time I evolved and adapted to my circumstances, the circumstances expanded.

People seem to be super surprised about this. A manager gets promoted, paid more money, takes on a bigger job and then complains, "I'm stressed." Hello, what do we expect? More responsibility and less stress is an oxymoron.

The bigger your vision, the bigger your life. The bigger your life, the better your stress capacity needs to be.

My partner and I started a yoga school. We had about 20 students a day in the first months and 13 available staff. Over the next two years that grew to 200 students, but the staff dropped to four. We simply evolved the process and systems to manage classes. Automated and refined the lessons so they were really well structured.

At one stage I built an international consulting firm with certified consultants all over the world. This was such an old fashioned antiquated model of franchise. Instead, I cut the consultants loose, released them from their contracts and wrote books, developed the online presence of my consultancy and put the power of consulting into the clients hands. It was a natural evolution.

Stress shows we've reached our limit. Either the structure has to change or we do. I see this in sales teams, entrepreneurs and partners. If the situation is over and above their capacity for managing chaos, they shrink their business to meet their capacity. It's such a wasted opportunity.

A client called me in to help when he was \$150,000,000 in debt and sinking. At our first meeting he explained the issues about the money, the impending legal battles and the potential outcome. So I asked what I could do for him. He responded, "Well I'm having this problem with my ex-wife and I wanted some help with that." Clearly, his capacity to handle the financial chaos was way above the \$150,000,000 debt. There was no bad stress from that. However, his capacity to understand the dynamic of his relationship was not adequate, and he knew it.

The larger the venture, the more the chaos. The more the chaos, the larger the understanding must be about it. If the chaos exceeds the leader's capacity to manage, then the venture shrinks to meet the capacity.

***The Leader's Skill***

***Delegate chaos we get chaos.***

***Work with chaos - create chaos***

***Feel chaos - be chaos***

***See chaos - experience chaos***

***Wisdom - there's order in the chaos.***

***Turn Chaos to Order - The Leader's Skill***

## Xtreme Skill 17. The Best Preparation is for the Worst Possibility

Preparing for the best is great but that sort of half upside preparation is like gambling, and business is not a good place to play that game. Great preparation includes the downside, Plan B. The person who prepares for what they want to attract as an all upside result is only half prepared.

One client got so angry at me for questioning her vision. She came to me for a reality check and my first question to her was, “What if this doesn’t work, what’s your back up plan? And if it does work, what’s the downside?” She screamed, “Don’t you question my vision!” Here she was asking for help and support, but it was more like a feather fluffing, fur stroking, blow smoke up my chimney support. That’s like the guy winding his watch on the way to the gallows.

This woman had so much invested in her Plan A that she couldn’t even comprehend a Plan B. That’s like swimming amongst Great White Sharks with a tuna fish head in your hand hoping they’ll know the difference.

When the shark bites it’s too late to think about a safety cage.

It’s far better to prepare for alternative long before you need them.

Most people I meet are playing catch up - that’s not tomato sauce, but a very challenging way to live. They have created plan B only after plan A failed.

The time to prepare for the future is while it's still the future. Once a challenge has arrived and we're not prepared, it's almost inevitable that we generate stress and desperation.

The best way to do this is by using your imagination. Just imagine yourself in a shark infested space with a tuna head in your hand. Make contingency plans for worst case scenarios. Always have a back up plan. Nature does.

When I started my first business I painted a picture of the future that was a total myth. An impossible, unreal scenario that went like this: I planned for business growth at the rate of 25% per year. I planned for less drama, stress, problems challenges and pressure, but more peace of mind.. So I wanted to grow the source of my challenges, without growing the challenges. How very, very naïve of me.

The next year, I did it again. By the time I'd grown the business for two years, I was struggling to deal with the lost balance in my life. I was having less and less time at home, drinking more, playing up, sleeping less and struggling with the noise in my head. There I was in year three, planning more growth of the business, putting bad on top of bad.

I never questioned my model of less stress, more business. I was beating myself up for no reason. More responsibility, more business meant more chaos. "Get over it", I said. In fact, to get over it I needed to accept that this increased chaos was normal and find better ways of self-leadership.

I was like a tram driver trying to fly a 767 across the Atlantic. My self-leadership skills didn't expand because I didn't think they'd need to. Before I started that business I was a happy go lucky guy

with no care and few responsibilities. Then one, two, three children. One, two, three million dollars in turnover. One, two, three properties to manage. One, two, three business teams. And so on. In spite of all my reorganisation, technical skill and ever expanding enthusiasm for life, my skill-model was still only suitable for that happy go lucky guy who started it all. The only thing I didn't change, and the thing I desperately needed to change in my skill model was, "How I thought."

*The best preparation is for the worst possibility. Experience comes too late.*

## Xtreme Skill 18. Integrity Skills

I used to lie. I don't lie as much now, but I could if I chose to. I've evolved In some self growth teachings there's this myth that we evolve away from one person we used to be, and morph into a new human by meditation or yoga or some collapse process. However, this is bunkum.

The measure of growth, is how much more responsibility we take. How many more people we gift by our life. How much less judgement. How much more we get done in less time. That's growth, not running from job to job, boss to boss looking for less ego challenge.

One important ingredient of self-leadership is the idea of NO SURPRISES. In managing yourself or others, it's wise to understand human nature. Otherwise, you'll be living in hope of what people will do, rather than being able to help them or lead them. There are many myths you need to break through in order to really understand human nature below the surface where should and could, and got to and want to dictate the surface of displayed behaviour. The first myth has been covered: people evolve they don't change. The second myth is that when you make someone happy, they'll stay happy. That's just not going to happen, it's unnatural and if this is what you expect, you'll be very disappointed.

When a person gets what they want, they automatically get comfortable, which in turn leads to complacency, or the lowering of gratitude. In these people can feel so blessed their humility usually goes out the window and they can start to think they're bullet proof. Whether it's a job, a relationship or life in general, when things go

great, we can easily become, super human and forget to be humble. We snuggle into the warmth of the fire, the glow of success, the beauty of love, we're happy like a pig in poop. We buy new cars, and start to feel for those around us for not being as clever as we are. The result of these periods of absolute bliss is that we can inadvertently stop growing. Our ego might run ahead in life, imagining all sorts of wonderful success, and leave us back behind to face reality. This is the beginning of a frustra.

All of a sudden we get a taste for the good life, a bigger role in life, a better job, a more loving relationship and then we look at what we've got with discontent. We've reached out, but our reality has not come with us. Stress goes up, we can't deal with the work load, we're slipping behind in our happiness. We want to quit and go back but we know that's sure as hell going to kill us. We've reached a new possibility but our skills, process, thinking and strategy is not up to it. We need to unlearn some old stuck patterns, some ways that worked for us in the past, in fact those same ways that caused our success might just be the reason we're stuck.

What would happen in nature if a tree woke up one day and decided not to search for sunlight or reach to the earth for nourishment. What would happen if it decided to "give up" and just find comfort in maintaining itself without growth? Depression is one of the signs that a person is stuck in a frustra. Most people seek to eliminate the effect of depression without making any real personal growth through the frustra that's causing it. Instead of treating the cause, they medicate the effect, which is fine for the moment but by not dealing with cause it really protracts the healing process. De-

pressions come to cause a change in thinking, and they only come when we've been stuck under a fixed way of thinking, a frustra, for a very long time.

Staying stuck under a frustra is really painful and so, it's understandable that instead of expanding and growing through a frustra, we can often search for ways to avoid it. Those are the four substitutes: Food and substance, greed, sex and spirituality.

On the walk in the mountains we stay in tea houses that, due to the growth in tourism, are not tea houses anymore. They are beautiful lodges with beds and rooms and clean kitchens and dining rooms with menu's which include beer, pizza and spaghetti. In other words, they've evolved. But it wasn't easy. When I first went to Nepal, lodges were people's homes where the kitchen, bedroom, and dining room were all one room. No chimney, no individual rooms, no separation from the family. We crammed into these smoky, rooms grinding our way through a night huddled together in dormitory style with people coughing, farting, puking and the foul smell of old sox stuck in equally foul, rotting trekking boots. The family would huddle on the floor by the fire, having given up their bed for income.

The transformation of this trail in such a short time, the evolution of it, has been an extraordinary thing to watch over 20 years. Each evolution reflects a growth through frustra not only for the lodge, but for the villagers and like in our careers and relationship, the lodges have had little choice. Each village is a potential eating and resting place competing with between 5 and 50 others depending on the location. One tea house owner will expand their humble home into a very nice lodge and of course, this sets a chain reaction

in place. Their neighbour starts to lose business. They too expand and within 5 years 50% of the village has expanded into lodges, the other 50% might have stayed in the old way, and they continue to serve the local trade, hippie tourists and porters. Those who expanded, had to break through massive cultural boundaries in order to start flourishing in this new world of tourists.

Those lodges that expanded had to see the world differently. They had to expand their perspective, let go of the old ways. They needed skills and a vision for the future. They responded to the demands of their environment encourages, rather than discouraged by the complaints of their clients they adapted. Each of these expanded tea houses serves in helping Nepal move away from its unhealthy status as the second poorest country on earth, with one of the highest infant mortality and child slavery on earth. The whole nation benefits from each lodge owner expanding their frustra. Just like a family or business depends on individuals to do the same.

Tourists come to Nepal for a second walk and can't believe their eyes. Villages are completely transformed into fancy hotels and lodges. The luxury of some of the villages is remarkable and as the lodges improve the tourist keep coming. Many of the children of these lodges are now overseas becoming educated in ecco tourism, some doing MBA's to handle the growth. The ability of the Nepali and Sherpa people to adapt to ever increasing responsibility is truly remarkable.

Side by side with visionaries from other countries they see the possibilities, they expand. There is even one hotel supported by a Japanese visionary that is designed for the market 100 years away. A 5 star hotel, (the highest in the world) sitting on it's own hill with a

magnificent view of Mt Everest, with oxygen piped into each room. At US\$300 - \$500 per night most guests arrive by helicopter. They don't even need special clothes, it's all behind heated glass. All their water is hand carried by villagers from 3 km away. The floors are Italian Slate. Many tourist complain that this is spoiling the rustic mountains, but I'd guarantee these are also depressed individuals stuck under their frustra, trying to justify their choice to stay stuck in the past.

Our life, self-leadership is like this Himalayan story. Yes, there were benefits in the past that are lost to the future, but, there are benefits to the future too. It is not a matter of choice, nature demands growth, and when we don't we struggle. We are here today, no use living in the past, all we can do, is learn from it. We can see it in all areas of life. Tiger Woods sets a new standard in Golf, or Ian Thorpe in swimming, and suddenly somebody has expanded the frustra, and we're stuck under our self set thinking limits. We either have to un-learn and move on or stay stuck and try to survive.

If I offer the world the same skill level I had last year, the same technical capability, if my speaking skill is the same, my leadership skill is the same, I've gone backward. There's no sitting still and what transformed my life last year, may even be blocking it this year.

*Nature's Law: Understand Human Nature - People don't  
change, they evolve.*

## Xtreme Skill 19. Letting go Skills

When the wealthy tycoon died, someone asked, “how much did he leave?” And the answer came, “everything.” I think we forget this and in the course of our lives start to worry about the livelihood of those we leave behind. This is nice.

In a seminar in the US I asked 500 people, “who thinks this organisation needs to change” I got 500, no 600 hands in the air, (some people put both hands up with enthusiasm), then I asked “OK, who’s going to go first?” Nobody. Not one hand.

We’re very attached to our ways. Even if they don’t work, they’re ours. We get proud, committed and intense about it. Some people even fight about it. Peaceful people become violent in the name of peace. Anti globalization protesters, protest the might of multinational organisations by becoming a multinational organisation and abusing people in the street. Can you see?

Letting go means not judging resistance to change but also not being blocked by other people’s resistance. We need to respect that some people are highly attached and nature is going to “wrench” them from their place, we don’t have to do it.

***Nature’s Law: What we appreciate grows. What we depreciate  
- goes.***

## Xtreme Skill 20. Dealing with Difficult People Skills.

My clients are often faced with very difficult choices as leaders and partners. As a leader, what do we do with people who need employment for their survival and yet, refuse to learn? What do we do with people who are obsessed with the past, and who have made it their life mission to resist change of any description? Whose vision is stuck in a model that they refuse to change? What do we do if we are married to someone who is really fixated on one model of self important or family focussed thinking, and yet, we expand and see increasing opportunity?

There are a few important points to remember in answering these questions:

- 1/ There's no right way
- 2/ There's no use running away from today
- 3/ Create perspective - be aware of compensation
- 4/ Don't react to cycles
- 5/ Trust yourself.

### **1/ There's no right way**

The first is that there is no right or wrong way. The second is that there's a difference between evolving into the future and running away from the past. We have to be careful that we are not escaping our current reality by creating some fantasy about tomorrow, it's the greatest anti depressant on earth, but it doesn't work. Too many people get angry at those who are growing slowly because

they just can't wait to get into the future, they hate their circumstances and want to get somewhere else. This is called infatuating the future and it always breeds resistance.

## **2/ There's no use running away from today**

In a relationship, at work or at home, when one person gets greedy and wants to grab onto the future or some future ideal, and they become obsessed about it, their partner automatically puts on the brake. It's like two people on the tandem bicycle. The one at the front so keen to get up the hill, the one on the back starts being cautious. At the top, the person on the front says, "Oh, my goodness that was hard!" And the person on the back says, "yeah, I know, I was so afraid we were going to roll backward, I kept the brake on." So that's the second point, as a leader we have to become content in the now, happy with the status quo, in order to really inspire people to want to invest in the future.

## **3/ Create perspective - be aware of compensation**

The third thing to recognise is that in a group or team people balance each other and if you are too close to the fire, you can't see it. Stepping back from your team or group is really important. As a leader there's a need to step away far enough from the group dynamic so that you can really "SEE" it. This is why friendships and relationships at work make things just that little more fragile. It's hard to really have an objective opinion about team and group dynamics if you're immersed in a personal relationship with one of the members. It draws us into the dynamics, rather than lead them.

It's not impossible, just fragile. There's an old quote, "be friendly, not friends."

#### **4/ Don't react to cycles**

Fourth key, in dealing with resistant people is to observe them over time. Nature never grows in straight lines. She, and we, grow in cycles. So, sometimes a person resists at work because they are in a growth cycle at home. If they have chaos at home then they'll beg for peace at work, if they are in chaos in their health they may want peace everywhere else. It's the way we compensate, balance our chaos and order in life.

The problem is, that you may need growth from them at work but they are in chaos at home. If people have chaos in both areas, they might not cope. So, some growth resistance at work can be cyclic, and some can be counterbalancing uncertainty at home. You need to have compassion for the whole story, not just the fraction you can see this month. This is another important skill that comes from stepping back far enough from the team or group dynamic to see what is taking place.

We need to know people.

The best way to maintain this broader perspective is to really know, in your heart of hearts that there are two sides to everything, and everyone. We rarely get to meet, a whole human. We've got so many balancing acts going on, the person at home is even balancing their opposite at work. If you really want to meet someone you'd have to get inside their head, then watch them work, eat, sleep, exercises, love and do their social life. We bring diverse aspects of ourselves to each area.

When I first started leadership, in my first job, nobody told me that I'd like my job and dislike my job, all at the same time. When I fell in love no one told me that one part of me would enjoy it and there would be another part that wouldn't. I was led to believe, or wanted to believe, that when we're in the right job, right relationship or right body awareness I'd be 100% content with it but this doesn't happen. There are 90% of the world who admit this duality, and 10% who lie about it.

That's why we need perspective on life. If we act on the day when we're on a high, we do one choice. If we act on the day, month or year when we're on a low, we do another choice. So, how do we choose anything? We balance the upper and downer without the use of time.

### **5/ Trust yourself.**

Time heals everything, but who wants to wait a lifetime to get over a relationship or a drama? I don't. For me, I'd rather have a tooth extracted faster than slower. I don't want to be in that dentist chair any longer than I have to be. Do it, learn from it, get the pain over with, and get on with happiness. So, I compress time. Instead of waiting for natural cycles I simply compress those cycles into the now. I take all the good news and all the bad and keep adding them until they are both completely balanced, so much so that I know there's really no greater benefit in going left or going right. Total Balance. Now what?

With this perspective there's a silence, a stillness, a quietening of the mind. Our ego can't function in this balanced state, and below

that mind ego, lives the invisible world of higher intuition, inspiration. This is the mark of the awake individual. To quieten their mind with dual information (real world balance) and then, with stillness, trust their inner voice to make the call. It is not a right or wrong decision that comes out. It's your decision. Your educated decision. Your wise decision. Not right, not wrong, a collection of a great deal of research, that, in the end adds to Perfect Balance, leaving only your intuition, inspiration.

When children ask why, parents do not say "I don't know" often enough. They're always trying to give rational answers and therefore feed one side of the duality equation. It's wiser from time to time accept that it doesn't matter.

When we walk along the mountain path, clients ask, "what's the name of that mountain?" - my answer is always the same, "I don't care." It peeves people that I don't feed their rational brain, it deserves to be fed, but I am trying to help my clients trust their intuition, inspiration more. This type of question just feeds the opposite. I am trying to help my clients feel the power of the mountain, rather than know its name.

In my life, the worst decisions I ever made were made when business and life were booming. I thought I was bullet proof, my ego got ahead of me and I forgot to be humble and thankful what I've got. In those times, I made some choices, that, when I was humble, I regretted. When my life has been humbled by circumstances I've become thankful, more real, and the choices I made in those times were spot on.

This is how I step back from my groups and teams to lead them. I create a perspective that is bigger than my reactions, bigger than

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people's emotions. I step back, not physically, I don't need to run to the mountain every time, I just make sure my perspective is not an emotional one. Balance is King.

## Xtreme Skill 21. Emotion Skills

- \* *Be willing to retell your stories of the past. Detach from them.*
- \* *Be willing to let go of your future expectations for a moment.*
- \* *Be willing to concentrate and focus.*
- \* *Be willing to be alone for a few moments.*
- \* *Be willing to whisper the Inner Peace poem.*
- \* *Be willing to observe the quality of your breathing practice.*

***It's not what we think but how we think that makes the difference.***

Adaptive people think in step with Nature.

They get two big benefits. The first is the feeling of inner peace that comes through a deeper understanding of WHY things happen. It's a far healthier awareness than the anger, guilt, pain, hate, greed and suffering (Got to) level of motivation. The second great thing is that they give and attract great energy. This is proactive behaviour.

You can generate a better dynamic with those around you, including your clients, employees and friends by moving from dramatic thinking to inner peace. You will find that by thinking peacefully, you reduce the push and pull of emotional tides, some of which are highly abusive and self-destructive.

Inner peace is not an ambition to remove challenge from your life. Many people make the mistake of trying to sanitise their life and make themselves immune. That doesn't work because support and challenge are life and business. If we try to sanitise the world

from challenging us, we don't grow, we die. And it's the same with business. If we sanitise a business from challenge, it dies. Just look at any business in the world that has experienced an extended "no competition" period. They drop in efficiency, productivity and service quality.

Inner Peace means being able to roll with the punches. To enjoy the support and grow from the challenge. That's nature. It's natural.

Inner peace also affects health on a physical, emotional level. This is the list of modern ailments that can be directly traced to "How people think, rather than what they think," and, therefore, be helped significantly by inner peace thinking.

- \* *Depression*
- \* *Chronic Fatigue*
- \* *Self-Abuse*
- \* *Domestic Violence*
- \* *Addictions*
- \* *Obesity*
- \* *Mental Ill-health*
- \* *Rage and Hate*
- \* *Youth Suicide*
- \* *Poverty*
- \* *Divorce*
- \* *Stress and Workers Compensation*
- \* *Grief and loss*

\* *Terrorism and Fundamentalist violence*

An inner peace business is simply not aggressive. It welcomes challenge and support. People rise to their level of incompetence and that's the key to growth, not violent condemnation. Stress for example is a sign of incompetence, and an urgent need for skill development, not medication.

If you are to be a leader in helping reduce the massive social cost of these ailments and more - and prefer to make your mark in a way that is sustainable rather than the old kick and run style - it will require courage.

***For those who are ready no words are necessary. For those who are not, no words are possible.***

***“Nothing can cure the soul but the senses, just as nothing can cure the senses but the soul.” -Oscar Wilde.***

## Xtreme Skill 22. Authenticity Skills

I started a management-consulting firm, BGBW. I merged the talents of four unique individuals and their resources in order to create one of the first complete service turnaround consultancy in the world. Strategy, Finance, Culture and Structure. Within six months, we had order books bulging with 12 months advanced bookings.

I hated it. Tried to change, couldn't. Tried to change the others, couldn't.

The last time this happened to me, I persevered until it broke my relationship. This time I would not need the same encouragement. I didn't "Love it", couldn't fix it, so it was time to go.

There were many people who advised me to bare it and stay with BGBW - they were right, if only I knew how to change my head space so that I could love it. But at that time, I couldn't.

Staying is not an option. Corruption at this level of personal integrity leads to severe depression. My heart went out, and there was no visible way to fix it, so I went out.

When we stay in a place our heart has left, we make an enemy with a very troublesome adversary: Nature.

Nature destroys anything that does not fulfil its purpose.

And no matter how much we substitute energy, how many training conferences we attend, psychological profiles we construct, cars we buy or holidays we take, eventually we're going to sabotage it, unless we grow through it.

***"I would rather have the whole world against me than my own soul." What is success if it doesn't embrace this integrity?***

## Xtreme Skill 23. Relaxation Skills

An organic meditation.

Bring all of yourself out there in nature. Not just your body. To achieve this, you'll need to bring your mind into this moment of time. You do that by thinking about what you're doing right now. Look where you walk, look at the flowers, smell the roses, taste the sweetness, hear the waves. Draw yourself into this moment in time by activating all of your senses.

Find a beautiful place, somewhere safe but awesome, like at the lake edge perched on a rock and I just sit there. Repeat the mantra, "I want nothing, I need nothing, and therefore I have everything." I might watch a bird or a fish, or a frog going about it's life and automatically I am empty.

Do not close your eyes during meditation, this is not meditation, it is relaxation. Observe with all your senses. Eyes, ears, nose, taste, feeling. Do not move a muscle or become obsessed with thinking. Let thoughts be like the clouds let them come and let them go. Just listen, observe, smell, taste and feel.

To be clear, you cannot meditate. All you can do is to put yourself in a place where meditation might happen. By sitting still and observing your senses, you increase the probability of meditation happening by 99%. If your mind is full of thoughts that are repetitive and worry based, then, plant another thought in your mind to replace them.

## Xtreme Skill 24. Ethical Marketing Skills



Every person sells something. To be a leader we must sell our ideas. To be a good friend we must sell our trust. And to be an employee we must sell our capacity. Just to get the job in the first place we had to sell our potential. Entrepreneurs sell ideas, concepts and possibilities and service providers sell change and results. Doctors sell trust and, of course, manufacturers sell products.

Yet, ethical marketing is an oxymoron. It's hard to explain, but every time we sell something we're telling a "white" lie as it was once called. We're selling a half truth.

For every product or service on earth, there are benefits and drawbacks. Those are a perfect balance. There can never be more benefits than drawbacks. If there were, the whole universe would collapse in an instant. If there was one single place where the uni-

verse was capable of being imbalanced, it would rattle like an old car for a few seconds and then BOOM. Good-night.

Yet, to sell a product we present its benefits. To sell ourselves is to present the upside, to get investments we try to present a “benefits that outweigh the drawbacks” scenario. In other words, to be in marketing (which even a parent does with their children) we lie.

Marketing people have been notoriously unscrupulous in the past. The snake oil salesman, the rogue insurance salesman and the scam artist have all been the blatant exponents of trickery.

The ex-CEO of IBM once said, “There’s one born, every minute.” He flipped the whole thing around. His premise is that the most authentic people are the marketers, because they know there are two sides to everything, but the clients don’t want to hear it.

You have no doubt seen or be audibly assaulted by one of those screaming ads on TV where they offer the “Wait, there’s more” promise. Buy this now, and you get the Stay Sharp knives, the kitchen sink, a set of million dollar saucepans and half the national gold all for \$9.95.

Hope is a strange thing to sell. The more desperate a person thinks the more emotional their choices - and with that emotion comes impulse. The “Got to” person is the most impulsive. Not only do they make snap decisions based on an overwhelming imbalance of information, they make highly emotive choices based on the extreme potential of pleasure or the extreme reduction of pain. Hence, the mind of the drug user, the alcoholic, the manic depressant or the desperate buyer watching the TV set are all on the same quest. “Give me upside without down. Sell to me.”

As we rise up through the scale of motives, people become less desperate. However, it's important to point out that there are seven areas of life and seven levels of motive in each. The lowest of all these dictates the motive of the rest.

So rather than get into the blame game and accusing the marketers of being bad, or the buyers being dumb, it's most important to see that this "Got to" to "Love to" head space is the fabric of our entire humanity. And the individual in a "Got to" head space calls this Reality. They may be a billionaire and still feel poor. They may be in love and married, but still feel unloved.

No, the intent was not to run away from people of lower consciousness, but to be able to serve them.

There are seven areas of life - health, social, career, financial, relationship, mind and spiritual - it's a dream come true for one person on earth to be in "Love to" head-space for all seven areas. That's the saint.

Even if we do "hit that target" of "Love to" in all seven areas of life in a Church or Ashram, sustaining it 24/7 would mean an acceptance of the balance of every event on earth, and that's a big ask, given the amount of "unfinished business" we can judge in humanitarian abuse and environmental mismanagement. Even though there's a perfect balance in all these areas, having the consciousness to see it takes a huge leap out of convention.

To serve, provide service to, support and help a person in a "Got to" head space, we need to be in a "Should" head space in our marketing. Hence, a religious group might minister to desperate and emotionally bereft people with a "You should do this" or "You should do that." This is good marketing.

However, if there's an individual in a "Want to" head space, quite evolved and conscious, then that religious group will need to change their message in order to provide service to that person. Telling a "Want to" level person that they have "Got to" do something is repulsive and degrading. There will be push back.

For the success of a product or service there must be compassion. This includes a seven layered marketing process from "Got to" consciousness all the way to "Love to"

Many "New Age" people start to want to change others, or they want to stay isolated from the "Got to" consciousness. And because of this, they start to shrink and their business or service becomes a boutique.

The higher up the consciousness tree the service or product is targeted, the less people it will attract. For example, imagine a Naturopath who thinks they only want to service those who believe in the merits of naturopathy. In a city of 10 million people, they've now reduced their services to 10,000 at the most, because naturopathy is a "Choose to" service in health. This is OK, no problem with boutique services but boutiques are very competitive. Only a few key providers will survive in a flooded market place.

In my management consulting firm we had seven levels of offering, each under its own brand.

I created a water based air spray product range with three different scents for offices. Create, Think, Relax. I had them manufactured under license and sold thousands of these to clients wanting to make their office a better place to work. Most corporate people are willing to buy "Got to" products because there is a lot of "Got to"

head-space in schedules, deadlines and time-lines in corporate life. So, those products were my “Got to” layer.

I created a book, Innerwealth, which was meant to be the “Should do” level of corporate intervention. However, I made a big mistake. I wanted the book to sell to the “Should” level of consciousness, but I wrote it about the “Love to” level of consciousness. It’s a big mistake to target one group of client consciousness and create the product to a much higher level. People only buy at, or one step above, their consciousness.

If I put the book in the hands of a relatively conscious “Choose to” person, they loved the book. If I put the same book in the hands of a “Got to” or “Should do” person, they would use it for a door stop. I was appealing to the “Should” mind-set, but completely lacked the compassion to talk to their reality. Even the title of the book, Innerwealth, alienated the “Should” mind-set.

My consulting firm also offered “Need to” services which included a fast 24-hour turn around consulting overview for advice in challenging circumstances. In this, I would meet owners of business or division heads in private, then do a walk through, and give them a snap shot of the options for rapid turn around. This was our most popular service.

The “Want to” level of consulting was the most challenging because when people get to this level of business management consciousness they are thinking longer term intervention, training and investment in their staff. This market in the consulting industry is jammed packed with retired business people whose networks are deep and penetrating. The competition in this “Want to” area of corporate training was absolutely cramped. In particular the American

Guru books and conferences dominated the larger corporate market, while local networks dominated the small business market. This “Want to” level was our most competitive area until the late 80’s recession hit and business people went from “Want to” back to “Need to” in a six month period.

Within months I went from a backlog of 10 “Turn around” projects a month to 60. Suddenly, instead of me mastering the “Want to” corporate market, the market came down to meet my services.

This is a very important part of the book. And it’s going to be a great place to finish until we meet again.

I was not competitive in the “Want to” service provision. It means that the “Want to” level of consciousness is where I was stuck in my seven levels of life. I was at “Want to” so I could only lead and service, “Need to” “Should do” and “Got to” clients.

My consciousness dictated the success of my business. How about that?

## Xtreme Skill 25. Strategic Skills



Take a look at a tree, what do you see? If you look closely you'll see the whole mastery of competitive strategy explained. You'll see branches, leaves, trunk and roots all competing for supremacy.

On this tree you'll see bugs, birds, worms, possums and more. You'll see suppliers competing for a place in the market.

You'll also see a bunch of healthy branches, and some dying ones. You'll witness the attrition of a marketplace in which competition determines winners.

You'll also see birds, with thousands of trees to choose, taking roost in certain trees that taste good, and leaving others that don't. Even certain parts of trees get the birds and others don't.

You'll also see tree trunks that rot and the whole market falls. Like floppy discs, butcher shops and two dollar hair cuts.

There are storms, financial crisis and economic shifts like war, politics and cultural changes that challenge the tree, and grow its roots deeper into the ground.

Your business is a branch on that competitive tree, reaching to get its leaves to the sun. The top branch gets the most.

Competitive strategy is about sunlight. Sunlight is a metaphor for gold and gold is a representation of energy. The company or service who reaches the top of the market (tree) gets the most.

How it converts that sunlight into profit, down to the roots, is a completely different topic. If the branches are so poorly arranged, you'll see a tree drop one or two in the interest of survival and in order to get the most gold down to the roots.

If the branches are so thick that they consume the sunlight on the way down, then, the roots starve and the whole branch dies.

If you don't anchor strategy in deep roots, then you become a leaf, without a branch and a branch without a trunk. Trees are all about competitive strategy.

Take this further. Branches can be departments, different areas of the business competing for space. That's healthy. It evolves the whole tree.

Two trees side by side can be competing for turf, for birds, for sunlight. It's healthy, both trees push each other to grow. This is nature at her absolute best. And it's the perfect model for any competitive enterprise.

Shrubs and smaller trees catch the fall out from the bigger trees. Many small animals and birds like the smaller tree. They survive on less sunlight, but they're also more vulnerable. They need to adapt faster, be more attractive, have better flowers and sometimes low lying fruit.

There's nothing new. Business just models nature. If your roots are not strong, the first wind will blow you out of the ground. That's

financial and product strength. If your trunk is not thick - systems - you'll be unable to feed your strength as you grow, remember, the taller the tree, the deeper the roots.

Bugs get in trees, diseases get in trees. When one branch becomes separate and tries to grow too fast it weakens the whole tree.

Nature, and therefore trees, grow in cycles. Four seasons to a year, products have cycles, and so, competitive management is more than maintenance. It's a continual cycle of reinvention based on the storms, the other trees, the environment. Everything adapts.

## Xtreme Skill 26. Ethical Leadership Skills



Structures in business are not always real and therefore a less aware person can be put in charge of a more aware person because of age, tenure, persuasiveness and more.

The result is an organisation that is hard to lead. Interpersonal conflicts, nail biting, back stabbing, stress, incongruity between departments, poor communication, low customer service quality and more all stem from a potential mismatch between the “paper structure” of a business and the “real -ethical structure.”

Because of strong religious overtones in our social fabric, we often mistake the awareness of an individual for their moral and ethical fibre. So, we might think, “those at the top are more ethical people, or more loyal” but this is not the criteria nature would use to determine a hierarchy. (Of which there are trillions in nature).

Awareness is, in another language, consciousness and consciousness is rarely, if ever measured in the language of moral and ethical conformity.

Here's why. The person at the bottom of the consciousness tree on the left, is a "Got to" person. They are most often, staunch, always right never wrong people. All or nothing.

All or nothing is often highly driven, motivated and extreme. It looks and feels great however, it is only half truth. The always and never individual is always covering up their other side, disintegrated they may be a real moral crusader at work and a villain at home.

This has little to do with business structure except that people are not all so desperate. Some are more moderate - meaning more authentic. Their two sides are more on display. We'd label that higher consciousness even if, that individual had no religious affiliations.

The real impression consciousness makes in a business structure is the process of leadership. Lower consciousness is extremely suitable where simple, repetitive and non complex tasks might involve large numbers of highly unskilled workers doing repetitive tasks. This was, up until 1970 the majority of business operations and 50% of all service (non technical).

Higher consciousness leadership is, on the other hand not steeped in the all or nothing model. There is a greater awareness of boundarylessness, multiculturalism and a greater respect for diversity. This in turn delegates greater individual freedom to teams and generates greater innovation, creativity and independence. It's a terrible leadership model where teams are doing low skill repetitive work but a perfect one where innovation and creativity are needed such as in customer service.

The important thing is to be aware that people have consciousness. You can't change it, unless they want you to.

People in “GOT TO” consciousness are perfect for repetitive type work where there is little need for innovative thinking. That in turn means they need a “GOT TO” or “SHOULD DO” type of leader. Please remember that it’s good to define the type of consciousness that suits the task, and then choose the consciousness of the person who suits the job. This is vital.

If we put a GOT TO person in a higher consciousness role, they will bring the whole structure down to GOT TO.

The other key factor here is that a GOT TO person, promoted to a WANT TO job level, will not be able to manage or lead those below them. We can’t manage anything or anyone we can’t see the balance in and consciousness is, simply the ability to see the balance (order) in the chaos.

If your team has a higher order than you then you are in the most awful cage, an oppressive, counter-productive, stress causing, heart breaking and nerve destroying situation.

If you promote a person above their consciousness, even though they may be qualified in every way, if their consciousness is stuck in the lower realms and those they lead are in higher realms, then that person will not be competent at an emotional, communication and reporting level.

We place so much emphasis on psychological profiles and ambition to help people rise in jobs, sometimes we even promote people because they need the money or would seek other employment if we don’t but this is a real catastrophe at a human level.

A person who thinks “Got to” because their mortgage is overdue, or because one of their children need a heart transplant and they can’t afford the bills, deserves compassion. They need help, but

promoting them to supervise others is a poor leadership choice. It's simply better to pay them more for the same job.

People will not be led by a person who has a lower consciousness than them. Trying to make such structures work is a nightmare, it defies every law of nature, humanity and good human practice.

Fundamentalism is often misinterpreted as being conscious. It might lead to very strict moral and ethical values but it certainly does not lead to good leadership in business.

## Xtreme Skill 27. Truth Skills

Sitting at your desk, answering calls, responding to emails, writing that report, getting your marketing done, sorting out the problems from yesterday, thinking about choices for tomorrow, you can be excused for feeling a bit overwhelmed from time to time, it's like conducting an orchestra without a baton, or arms.

Gradually, you start to spin, it's exciting, the adrenaline pumps, you feel on top of the world, you pat yourself on the back and go home. You walk in the door, the phone rings, it's work, something is screwed up. You forgot something...

Productivity and motivation are not the same topic. Hyperactive people rarely go deep. Deep people rarely get productive. It's a balance between going fast enough to enjoy what you're doing, and yet deep enough to stay under the stress threshold above which we are sure to sabotage the quality and fun of what we do.

The skill you need is to turn up, 1,000%.

It works like this. I went skiing. I'd seen the brochures and my friend was good at it. It looked easy. Why not?

He was an elite athlete and a master skier. He lent me his skis and left the bindings in their high release state. We went to the top of a slope and raced each other down, I'd never been on skis before. About half way down this "Black run" slope I began to see a bunch of people waiting in line for the lift in the distance. It suddenly dawned on me, "How to I stop these bloody things? Now!"

My mate had shown me snow plow, but at this speed, there wasn't enough control of my bladder, let alone snow plow...

Instead of having fun, I was terrified. Instead of being on the skis, my head was 30 seconds away. I was not in the moment, so out in the future visualising myself bowling 50 people down like dominoes at break neck speed (literally), I wasn't skiing, I was worrying. BOOM!

Six weeks later, when the plaster came off my legs I decided that if ever I did things like that again the first thing I'd learn would be how to STOP.

I think there are two powerful points of focus that are essential to a good business management. Firstly, the willingness to go down that slope and enjoy the totality of commitment, and, secondly, the capacity to stop, anytime you choose.

Balanced people live balanced lives. The first step in maintaining that balance in the reality of life is knowing how to process emotions and then turn-up 1,000%.

You know when you are turning up. You'll have buckets of energy, feel more complete and you won't get caught in the middle ground of physical and mental ill-health.

Turning up means:

Arrive already inspired.

Know how to STOP

Find contentment

Learn how to separate your ego from you.

Enjoy your own company

Have self respect.

Stay busy.

Do your homework.

## XTREME SKILL 28. MEETING SKILLS

Value hesitation as a sign of maturity and good self-leadership skill. Use hand signals, rather than verbal ones, to allow people to know that you are in a time out zone. Be polite (don't use one finger salutes). Usually an open palm held gently facing the other person at face level is a universe signal that you are choosing, at this moment, not to engage.

If you get agitated, create physical space between yourself and the trigger - time and distance create perspective.

So, if you start to spin, or feel compelled to react, step back, move away, give yourself the benefit of time and space instead of spontaneous reaction, contemplate your choices. Save your dignity.

Walk away from verbal, emotional angry situations. Anger is also a physical toxin so, make sure you have good techniques for clearing your own and other's anger from your body. Accept that a person angry at you is just a reflection. Give yourself space to sort it out.

Seek a balanced view. The more balance you can see in any view, the more wisdom and the less dramatic emotion you'll experience.

Don't be one sided. One-sided thinking is blind thinking. One sided thinking causes counter-attack. Being right on your side, forces the opposition to be right on theirs. Be both right and wrong.

Seek more information. Half data is imbalanced data.

Have compassion. Maybe by stepping into the other person's shoes you can see, from their view, things look different.

## Xtreme Skill 29. He/She who Hesitates - Wins

Spontaneous decisions are rarely accurate. Information rarely arrives in a complete form. Once there was a great emphasis on this willingness to hesitate and gather facts, it was natural for those who lived close to the land. They knew that emotion was never accurate, they thought before acting.

We've lost this skill and as we become more city structured and web based, hesitation, thinking before acting, seems to be a dying art.

I've found that hesitation is so essential to leadership. Instead of measuring life in steps, kilo-joules, payments and schedules, it's better to reflect on nature, balance your thoughts and celebrate steadiness throughout the meeting.

This is the fast-track to staying focused, centred, balanced and grateful in meetings.

There is less and less time for hesitation. Doing, getting, wanting, going, being, sharing, caring, travelling, working, loving, giving and taking are all part of life. Meetings are getting shorter and more intense. We roll from one space to the next. One activity merges, in fact overlaps, the next. There is less and less time to come back to centre so it's wise not to lose that centre in the first place.

When I'm at the airport heading to a meeting, I wait for the flight with everyone else, but unlike most of my fellow travellers, I hesitate as much as I can. I might just sit down and do total emptiness for 10 minutes. No TV, drink or paper. Sometimes I get on flights

and just do nothing. I empty my mind onto paper and then just sit and look at the video without earphones or rest.

Hesitation is how we find stillness on the run. Try it in the meeting, at home, at dinner. If you're not turning-up, try hesitation. Simply become aware of the space between the in-breath and the out-breath. That's where you turn up.

The "breathing space" is not outside the room, it is the fraction of time between breathing in and turning that breath around to breathe out. Awareness of this space becomes automatic after a while.

In meetings it's better to stay balanced, stay focussed and shorten the meeting than to extend time, reduce intensity and subsequently take time off to find balance.

### **Notes for Hesitation**

- \* *Hesitate for a few seconds between each major decision and thought, release it, and turn up 100% present for the next one.*
- \* *Don't do things that you don't love doing. Either get over them or delegate them, but don't persevere with low priority things.*
- \* *Touch nature everyday with your bare hands. Feel texture, smell, look for beauty, listen to the sounds of life, taste it all at once.*
- \* *Greet people with 100% connection.*
- \* *Take every chance to fall silent and do the IPM.*
- \* *Your hesitation helps others calm down.*
- \* *Don't react, it only magnifies itself.*
- \* *This moment is the best moment.*
- \* *One action done mindfully is worth a thousand done in panic.*

# A Master in the art of Living

Draws no sharp distinction between their work and their play

Their labour and their leisure - their minds and their bodies,

Their education or their recreation -

They hardly know which is which.

They simply pursue their vision of excellence

Through whatever they are doing

And leave others to determine

Whether they are working or playing.

*To themselves, it always seems as if they are doing both*

