

A Climate for
CHANGE

Dí Worrall

How to Ride the Wave of Change
Into the 21st Century



All Rights Reserved
© 2009 by Di Worrall

This book may not be reproduced in whole or in part, by any means, without written consent of the publisher.

LIFESUCCESS PUBLISHING, LLC
8900 E Pinnacle Peak Road, Suite D240
Scottsdale, AZ 85255

Telephone: 800.473.7134
Fax: 480.661.1014
E-mail: admin@lifesuccesspublishing.com

ISBN 978-1-59930-123-5 (softcover)
ISBN 978-1-59930-254-6 (e-book)

Cover : LifeSuccess Publishing, LLC
Layout: Lloyd Arbour & LifeSuccess Publishing, LLC
Edit: Publication Services, Inc.

COMPANIES, ORGANIZATIONS, INSTITUTIONS, AND
INDUSTRY PUBLICATIONS: Quantity discounts are available on bulk purchases of this book for reselling, educational purposes, subscription incentives, gifts, sponsorship, or fundraising. Special books or book excerpts can also be created to fit specific needs such as private labeling with your logo on the cover and a message from a VIP printed inside. For more information, please contact our Special Sales Department at LifeSuccess Publishing, LLC.

Every effort has been made to ensure all references are acknowledged and citations are correct at time of writing.

This book has been produced using sustainable methods.

What Are People Saying about *A Climate for Change* ?

A Climate for Change is not another heavy management textbook. It takes a more refreshing, pragmatic approach to change. An easy read, full of tips, traps for the unsuspecting, and inspiration for taking advantage of a new era full of opportunity.

—Ralph Garland, Former Chairman and Chief Executive,
Pacific Power, Company Director, WSN

If you are serious about achieving greater results in your life or your business, you need to take action, move out of your comfort zone, and change whatever is currently killing your results. A Climate for Change is full of great insights you can use immediately to make your journey a whole lot easier.

—Christopher Guerriero, international best-selling author
Maximize your Metabolism™

Want to be a force for change? This book gives clear and insightful tips on what works and what doesn't in the twenty-first century. A must read if you are serious about making a difference in your world.

—Dr Robert Lang, CEO Sydney Harbour Foreshores
Authority

A Climate for Change *takes all the best thinking on managing change and presents it in a digestible and doable framework for change managers to win the arguments for change and tackle our future challenges with new confidence.*

—Mal Anderson, a founding director of Changedrivers

My favorite definition of insanity is to do the same thing over and over, and expect a different result. A Climate for Change clearly demonstrates the link between our results and our habitual way of thinking. The good news is that any bad habits we have learned can also be unlearned. If you want to get inspired and learn how to reach out for what you really want, you need to read this book.

—Helen MacDonald, BA (psychology), Certified Speaking Professional, author, and creator of *The Juiced Up! Principles for Business and Life*

A Climate for Change *dispels many of the myths around what makes a successful change leader and challenges our thinking on some old management mindsets that are unlikely to serve us well into the future.*

—Dr Grant Donovan, PhD, Managing Partner, Perception Mapping

Let's face it. Many of us will resist even the most attractive changes for fear that we will feel uncertain and uncomfortable. A Climate for Change helps readers break through these barriers of fear by offering a time-tested blueprint for managing change.

—Peter Henderson, LifeSuccess Consultant, Life & Business Coach

Contents

What Are People Saying about A Climate for Change?	5
Foreword	9
Acknowledgements	13
Introduction	
A Climate for Change	15
Chapter 1	25
<i>Secure Your Personal Commitment to Change</i>	
Dare to Dream	
How to Secure Your Personal Commitment to Change	
Chapter 2	47
<i>Inspire Others to Embrace Change</i>	
Seek First to Understand, Then to Be Understood	
The Six Stages of Inspiring Others to Embrace Change	
Chapter 3	87
<i>Kick-Start Your Plan of Action</i>	
An Inconvenient Truth: A Master Class of Persuasion	
Securing the Foundations of Your Call to Action	
Chapter 4	105
<i>Make Change Stick</i>	
What Is Culture and Why Is It So Important?	
How to Leverage Culture as a Force for Change	
Chapter 5	133
<i>The Nine Habits That Hold You Back</i>	
How Do I Sustain Change in My Personal Results?	
Habit #1: Do You Focus on Past Results at the Expense of Your Future Goals?	
Habit #2: Are Your Intentions out of Sync with Your Values?	
Habit #3: Do You Fall Short on Holding People Accountable to Their Promises?	

- Habit #4:** Are You Overly Controlling?
- Habit #5:** Are You Caught in the Irresponsibility Trap?
- Habit #6:** Have You Failed to Identify Your Unique Competitive Advantage?
- Habit #7:** Is Work Boring You?
- Habit #8:** Are You Trapped by Your Blind Spots?
- Habit #9:** Do You Control Time, or Does Time Control You?

Chapter 6	175
<i>The New Paradigms of Business Success</i>	
1. Flip Communication to Conversation	
2. Flip Teams to Masterminds	
3. Flip Diversity to Collaboration	
4. Flip Competition to Creation	
5. Flip Performance Control to Performance Freedom	
6. Flip Manage to Coach	
Are You Struggling with the New Paradigms of Business Success?	
Chapter 7	201
<i>A Climate for Change</i>	
Trends Create Opportunity	
How Are Cultural Trends Influencing Success in the Twenty-First Century?	
How Are Social Trends Influencing Success in the Twenty-First Century?	
How Are Technological Trends Influencing Success in the Twenty-First Century?	
How Are Environmental Trends Influencing Success in the Twenty-First Century?	
The Rise of Emerging Market Economies	
Summary	239
A Climate for Change: Conclusion	241
About the Author: Di Worrall	251
Recommended Resources	253
Endnotes	259
Index	269

Foreword

Today, the word *change* is in the air worldwide. An American presidential candidate chooses the word for his campaign slogan; World leaders meet to discuss climate *change*; technologists are being driven to *change* our basic sources of energy; and even spiritual leaders talk about *change* in the status quo. An Amazon.com search of the word *change* yields 680,000 hits! Certainly it is a hot topic for nearly all levels of contemporary society.

We have entered a landmark period in human history. The twenty-first century has ushered in a new age. The Industrial Age brought fundamental changes in society with its many inventions, the Information Age changed the speed at which we process information and communicate, and we are now transitioning into the Age of Awareness. We have adapted too well to the automation and speed of information processes; however, we have now come to the realization that something of humanity is being lost in this transformation.

Today, a decision made in, say, New York can affect the lives of people half a world away just minutes later. One only needs to watch financial markets and their virtually instant worldwide repercussions to see this. Additionally, failure to clean the air and water in rapidly developing Asia, not to mention in the developed world, increases global pollutant levels and adversely affects oceanic food chains. Increasingly, decisions and responses to these issues must be made quickly, often without the luxury of time in which to more carefully consider the best outcome.

Not one area of human endeavor has remained unaffected by the many revolutions in knowledge and lifestyle. The resultant adjustments have impacted the health, education, social, cultural, and business worlds. It is the latter that Di Worrall addresses in *A Climate for Change*. From her twenty-year career as a change management consultant, she has distilled her wisdom and her hard-gained experience into a guide for both individuals and business leaders who find themselves irrevocably challenged by the current paradigm of environmental awareness. It is this “green” model that drives both her strategies and procedures. She does not mince words as she challenges companies to make the specified changes necessary for them to survive in this new world environment.

Adaptation has always been necessary for continued existence. Making such adaptations becomes a little easier when there are inspirational teachers guiding the way. In addition to her significant experience, Ms Worrall has drawn from the Stephen Coveys, Thomas Friedmans, and Malcolm Gladwells of the business world to bring inspiration and edification to the reader. From practical “How to” lists to meaningful examples, she demonstrates why the business models of our time must be changed from top down to bottom up, from employer centered to employee based, as employees are given an elevated level of participation as well as a sense of ownership in the business that will increase rewards both for themselves and the business. With this book, Di Worrall demonstrates how everyone can benefit from unleashing greater performance, innovation, and creativity.

Indeed, all members of an organisation can benefit when conventional business strictures are swept away, when excuses and rationalizations are eliminated so that new and profitable habits can be introduced, when sustainable practices dominate the business climate, when trust and respect are mutual throughout organisations, and, moreover, when collaboration replaces competition within the business model as the driving method of operation.

When change is mandated, it can be greeted with excitement and exhilaration or by complaint and fear. Change doesn't come without its pros and cons. New sustainable systems may cost more initially, but both the future savings and the enhanced prospects for business success far outweigh these costs in the years ahead. Solar panels, for example, are currently seen as expensive, but the energy they provide, weighed against increasing fuel costs and the environmentally adverse effects of conventional power, yields benefits far into the future. Similarly, *A Climate for Change* demonstrates how the cons of making the sometimes costly and intimidating changes necessary to "green" companies will be far outweighed by the pros of increased productivity, morale, and profits that will result.

Di Worrall will not only convince you that we need not mourn the passing of the old ways, but that we instead welcome the new ways with great enthusiasm and excitement.

—Ralph Garland, Former Chairman and Chief Executive,
Pacific Power, Company Director, WSN

Introduction

A Climate for Change

The world is trying to tell you something.

Are you listening?

At this point in history, we stand at the threshold of seismic shifts across all levels of society and commerce. An unquestionable feeling of dissatisfaction with the status quo has been escalating for decades, and we have begun to see evidence of changing world trends, as people, businesses, and communities respond to a deeper awareness of what's possible and what's acceptable.

Humankind has felt a similar surge of discomfort several times before, including:

- **Our shift from the Hunter-Gatherer Age to the Agricultural Age**
- **Our shift from the Agricultural Age to the Industrial Age**
- **Our shift from the Industrial Age to the Information Age**

As civilisations decided that something could and should be different, another age displaced the one before it. Morphing into a new age has never been easy. Each time, humankind transitioned through fundamental and painful shifts in societal structures, norms, the nature of work, and organisation. Every time, these transitions ultimately transformed the way we think, work, and live.

While some may still be reeling from the changes brought on by the Information Age, it's time to move forward. A new age is emerging as we embrace the dawn of the twenty-first century – some call it the Age of Wisdom.¹ Others have named our new era the Age of Awareness, while still others call it the Age of Integrity.

How we meet challenges during each distinct age depends on the nature of communication, its stage of evolution, and how communication influences the balance of power within communities.

The Hunter-Gatherer Age was organised around small communities. The influence held by those in power within these communities was determined by how well they could manage others through interpersonal communication.

The written word began to make an impact during the Agricultural Age. It enabled leaders to maintain centralised control and communicate with more people across a much wider geographical region. Those with access to written communication held the balance of power as trade and commerce emerged.

Access to written communication by the general population exploded exponentially during the Industrial Age, creating a major shift in educational and skill levels around the world. Life no longer was governed by the natural ebb and flow of the seasons. Instead, the pace quickened and our world grew more artificial. Although the capacity to generate power and wealth became available to more people, communities became divided. Most people who acquired society's wealth and opportunities did so at the expense of the rest of the population, who were controlled by highly structured, de-personalised industrial systems and methods.

In our most recent past, the Information Age took the world by storm, heralded by the dot-com boom. Suddenly, communication became lightning fast, with the capacity to cross all previous limitations imposed by physical and human boundaries. Information technology became the new powerhouse of communication. The

innovators who mastered this new technology now held the power. Ironically, even though the ready availability of information had the capacity to break down barriers, this technology actually created new barriers. Its complexity made it accessible to most only via simplistic user interfaces developed and supplied by technology providers. Those who controlled these technologies quickly emerged alongside traditional Industrial Age business leaders, becoming a new force in world commerce and trade.

While still bearing the scars of the Information Age, we are entering a new era, the Age of Awareness. It's characterised by a general sense that something is missing, that "this is not all there is." The Age of Awareness takes the best of the Information Age (knowledge) and the Industrial Age (expertise in systems and methods) to counteract the progressive dehumanisation and disempowerment of work and society that have grown in tandem with civilisation over the last few centuries.

This new age is telling us something important. Are we listening? It's letting us know that we are pretty good at figuring out *what* to do, but we need to get our act together on *how* we do it.

Business-school tools and systems methods are okay, but alone, they aren't enough. We must consider *how* they are applied and by using *which* mindset. We must consider the current and emerging trends.

Now, more than ever before in history, things are moving rapidly. Technology has promoted this, providing access to more information, faster transmission speeds, and other modern communication and data manipulation techniques. Innovations take place on a daily basis.

It's evident that humankind has evolved through some very distinct phases. Countless changes have taken place throughout history, bringing us to this unique opportunity at this time. Our powerful tools today include speed, information, and universal awareness.

Whether as individuals, in business and commerce, or within communities, mastering the techniques for managing change in a twenty-first-century context is not just an option – it's a necessity. These new techniques are essential if we are to continue to grow and sustain our lives, our communities, and even the health of our planet into the future. Look no further than the current global conversation about climate change for compelling evidence of the need for significant and transformational change.

The world is telling us that we are living in a global climate for change. More specifically, we're living with a global readiness for change on many levels. We are poised to take the next leap in our social evolution. The trends are compelling, the information is accessible, and the tools are here and available. It is happening right now. If we don't ride the wave, we'll drown beneath it.

What are the trends that bring us the context of the new Age of Awareness? The trends can be grouped into four main categories:

1. **Environment – concerns about global warming and our planet's sustainability for future generations**
2. **Technology – especially information characterised by**
 - a. **Speed (doing more with less, at a faster pace)**
 - b. **Elimination of traditional barriers, including geography and time**
 - c. **Greater complexity, choice, and disruptive technology**
3. **Social – rising birth rates in some countries and declining in others, ageing workforces, the emergence of the coaching mindset, and the changing landscape of community expectations in life and work**
4. **Economic – the progressive elimination of traditional barriers to trade and the re-emergence of new economic leaders in the form of countries like China and India**

These are the major trends. Now, what are the signs of the new Age of Awareness? They include:

- Enlightenment, awareness, personal change, and success.
- Freedom to express thoughts and ideas and to pursue personal success. Individual citizens in many communities around the world enjoy this freedom, and it is more accessible than in any previous time in history.
- Market demands that drive legislation for transparency, accountability, and integrity.
- Expectations of social, political, and commercial leaders that are steadily rising up the value chain, especially in the developed world; the rise of the social entrepreneur in response to this trend, given that basic needs of less developed nations are yet to be addressed. This model balances the entrepreneurial flair with a social conscience. It can be likened to Abraham Maslow's "hierarchy of needs": when basic consumer expectations are satisfied (such as the needs of the Hunter-Gatherer, Industrial Age, and Information Age), new wants are created higher up the value chain (such as a deeper sense of social responsibility with the new age of awareness).
- The changing nature of decision making; balancing science and humanity (for example, spending billions of research dollars to find a genetic solution to the issue of carbon overload on the planet). The language of science has evolved to the stage where those fluent in it could hold the balance of power. Science is quietly emerging as the new world centre of power – contemporary scientific discoveries can effectively prolong human life or destroy it on the scale of a global catastrophic event.²
- Growing demands for the long-term view in Western nations.

All of the keys are present now. We have learnt much as a global community. The information about how to change is now available for those who wish to use it. A search at Amazon.com on the topic of change brings up more than 680,000 titles. Even with this wealth of information readily available, much of the population still fails to achieve the desired level of success, and businesses continue to report, year after year, that they are failing to achieve their desired objectives.

Why?

I have been involved in the fascinating and frustrating field of change management for more than twenty years as a corporate specialist, management consultant, speaker, and, most recently, author. In my view, failure today is not due to outdated textbooks or business-school techniques. Instead, it lies primarily with three things:

- Failure to integrate the tools of change with the mindset for successful change
 - Failure to make change stick
 - Failure to recognise and respond to the emerging Age of Awareness
-
- In this new age, old industrial models, where individual choice is limited and power is restricted to the few, are rapidly losing their effectiveness.
 - The Information Age brought access to vast amounts of knowledge and expertise around the world to help people achieve their dreams. This knowledge has raised social expectations with regard to balancing commercial realities with transparency, accountability, and social responsibility. Business and community leaders are not responding quickly enough.

In reality, we are at the intersection of two ages: the Information Age and the Age of Awareness. This intersection has created a new playing field for individual achievement, global interaction, collaboration, and commerce. It has also created speed, meaning that we no longer have the luxury of filtering changing ideas and trends through decades or generations. We are compelled to respond to many trends right now – or face the consequences. That's where *A Climate for Change* comes in. It focuses on the habits and techniques of change that work for individuals and organisations as we move into this era.

Secrets to successful change don't reside in strategic-management textbooks. Instead, they lie within our mindset and depend on *how* we apply the many valuable tools of change. The secret lies within the lessons of the experienced agents of change and within the lessons of how our mind either accepts or rejects the vision of change.

A Climate for Change follows a journey through four distinct stages of change:

- **Securing your personal commitment to change**
- **Inspiring others to embrace change**
- **Kick-starting your plan of action**
- **Making change stick for sustainable results**

Not designed as just another management textbook, *A Climate for Change* takes the tools and techniques of change and filters out the lessons applicable that will either drive the success of a change effort or hasten its failure. This book is written for leaders and change agents as well as for individuals who are looking for better results. It cites big global issues, like climate, technology, and social change, as well as robust principles for individual and organisational success, applicable in a post-information revolution context. An accessible, conversational style offers detailed principles for successful change

infused with examples and evidence, as well as suggestions and checklists for readers to pragmatically apply these principles for better results.

A Climate for Change is like the conversation you could imagine overhearing if Thomas Friedman (*The World Is Flat*), Malcolm Gladwell (*Tipping Point*), and Stephen Covey (*The 7 Habits of Highly Effective People*) were having lunch together.

Chapter 1, “Secure Your Personal Commitment to Change”, is for anyone seeking a clear pathway to better personal results. It offers six steps for readers to secure the foundations of their personal vision for change.

Chapter 2, “Inspire Others to Embrace Change”, speaks to leaders and change agents. It offers a blueprint for leaders to create an environment in which other people are invited to make their personal connection with a different and better future.

Chapter 3, “Kick-Start Your Plan of Action”, takes an insightful and revealing behind-the-scenes look into this century’s most powerful example of successfully selling a message of change to others – Al Gore and the film *An Inconvenient Truth*. The film is described as a master class for anyone serious about leading others through change, having crystallised the message of global warming and inspiring a call to action around the world. The chapter acknowledges, however, that persuading others to take action on a problem is just the first step towards change. A lasting foundation for change can only be secured if the call to action then transitions into a solution-oriented focus that inspires innovation and creativity. The chapter concludes with some solid tips on kick-starting your action plan for change.

A Climate for Change devotes chapters 4, 5, and 6 to ways in which we can make change stick; it’s a realistic reflection on the amount that this part of the change effort *should* focus on successful change (yet often does not). Just like a biological virus has an inherent capacity to duplicate itself exponentially under the right conditions, so, too, the

successful call to action needs the right conditions to survive, thrive, and gain momentum and sustainability. In chapter 4, we look at how to recognise and create cultures that will transform the way business and community groups gain traction and momentum on their plans for change in the twenty-first century. In chapter 5, we travel deeper into this journey, looking inward at ourselves and to the truth about how we are responsible for repelling our own hopes and dreams. We are brought face to face with nine personal habits, any one of which could prevent us from fully realising the changes we want in our lives. Chapter 6 completes the trilogy of sustainable change with the new paradigms of business success that have yet to be fully embraced by our business schools.

Not to fall short of relevant examples, the seventh and final chapter – also called “A Climate for Change” – is entirely devoted to real-life examples of trends that present both opportunity and threat to individuals, businesses, and communities in the early part of this century.

The challenge for individuals, businesses, and communities is to step up to the twenty-first-century framework, take up the tools for change, and, hand in hand with the mindset for lasting change, actually create that which has previously been the stuff only of dreams. The information, experience, and opportunity are all here, waiting to be used.

We can look at these changes as either a burden or as the greatest opportunity in our history to grow, develop, and evolve towards a higher place for ourselves, our businesses, and our communities. The world is rewriting the model of its own civilisation in a time of increasing urgency and concern about the future of Planet Earth.

If you are not riding the wave of change, you will drown beneath it. We are being compelled to seize the opportunities presented by *A Climate for Change*. Do you hear and accept the challenge? It's time to come aboard and become an agent for change and take control of your future.



CHAPTER ONE

*Secure Your
Personal
Commitment
to Change*



The secrets of success
aren't secret anymore.

The vast majority of the developed world is highly literate, and the lesser developed nations are advancing rapidly. Exploding literacy rates, access to information, and new opportunities for connectivity brought on by the tsunami of the Information Age have changed our relationships with each other and with our world. No longer are we dependent on Industrial Age leadership to define success by controlling rewards and opportunity. The balance of power is making a seismic shift from our political, business, and religious leaders to each of us, as individuals.

The current climate is ready for many individuals to make profound and positive changes in their lives and reignite the spark of their suppressed inner entrepreneur – *if* they feel the will and exercise the choice to do so.

When you paint success pictures in your mind, you initiate an inner process whereby your attitudes, hopes, aspirations, and enthusiasm are elevated in response to an image of a more promising future. Every person who aspires must first sell themselves hope, the promise of a better life.

—U.S. Andersen, author and speaker

Dare to Dream

What's your dream for change?

You might think of it as a goal, an ambition, a hope, or a vision of the way things could be in your life, your work, or your community. It might occasionally appear during your quieter moments as the notion that there must be something more. Or it might show up as a recurring theme that's becoming a distraction to your day-to-day activities. The dream might be just a little different from the way things are or so different from your current reality that some people accuse you of wishful thinking or even hallucinating. Regardless of what others say, though, the dream is important to you.

But do you feel that something is preventing you from following your dream?

You might have started on the path to achieving your dream but given up after seemingly getting nowhere. Did you feel there were roadblocks at every turn? Did the dream appear too big or unrealistic? Did you worry that your friends and colleagues wouldn't take you seriously? Were you concerned that loved ones wouldn't approve of you or even that they'd love you less?

If any of these thoughts have stopped you from pursuing your dreams, then you haven't "sold" yourself on your vision for change. You haven't given yourself a strong enough reason to do things differently.

The first person you need to persuade on your vision of the future is *you*. Think of yourself as your first and best customer. You are the customer you need to get to know and invest in. You are the one who will guarantee ongoing success and prosperity for life.

How to Secure Your Personal Commitment to Change

There are six ways:

- **Get dissatisfied**
- **Develop a visionary mindset and dream big**
- **Stop rationalising**
- **Feel the fear, and do it anyway**
- **Beware of friends who mean well**
- **Seek out people who will tell you the truth**

1. Get Dissatisfied

The stronger the vision, the bigger the goal; the more exciting the ambition or the more aspiring the hope, the more likely you are to feel dissatisfaction with the status quo.

If you want to get sold on your vision, work on getting *really* dissatisfied with the way things are. Put a bit of shoulder behind it. Get a reason to change.

Please don't confuse dissatisfaction with unhappiness; they are quite different. Dissatisfaction is a healthy and constructive state of mind. It's the source of creative genius, and it can propel us to change something for the greater good. On the other hand, unhappiness, sadness, and melancholy, if left unresolved, can lead to depression, illness, and a litany of other dysfunctional and, at times, debilitating outcomes for ourselves and those around us. Clinical depression is best addressed by a qualified medical professional. Transient unhappiness occurs to all of us at one time or another. It can occur when we suffer

personal setbacks, experience criticism, or compare ourselves, our achievements, and our possessions too closely with another, someone we think has been cut a better deal. I find this last type of unhappiness easily rectified through a few simple techniques:

- Write down a list of everything you are grateful for
- Every day, remind yourself of this list and whatever else has come into your life that day to be thankful for
- Remember and focus on what you have already achieved
- Ask close friends and loved ones to remind you of how wonderful you are, and repay them in kind
- Remember a time when you felt really happy and revisit what you felt then
- Take time out to do something that you love, such as interacting with loved ones, playing with your pets, or working at a hobby

Personal happiness *can* coexist with a sense of dissatisfaction with the status quo. History shows this to be true. It is very interesting to observe how dissatisfaction has played a part in the story of great human achievement. The more significant the achievement, the greater was the dissatisfaction with the status quo.

The story of human achievement is rich with examples:

Spirituality. Mahatma Gandhi's dissatisfaction with material and spiritual poverty compelled him to lead a nation and the world in spiritual renewal and generosity.

Business. The first companies of Donald Trump, P.T. Barnum, John Henry Heinz, and Henry Ford filed for bankruptcy at least once before growing into household names around the world as examples of business success.³

Literature. Jack Canfield and Mark Victor Hansen, authors of *Chicken Soup for the Soul*, persisted in marketing their book every day over the course of five years and by 2007 had sold more than 8 million copies in 39 languages.⁴

Human Endeavour. In 1953, New Zealand climber Sir Edmund Hillary and Nepali Sherpa guide and mountaineer Tenzing Norgay became the first humans to successfully climb Mt. Everest, after multiple attempts by others (including Tenzing) had failed.⁵

Science. English mathematician Sir Isaac Newton retreated from the plague that was ravaging Europe in the 1660s and, over the course of several years, discovered the Law of Universal Gravitation and invented calculus.⁶

Wildlife. Australian Steve Irwin was driven by his dissatisfaction with the world's poor capacity to protect endangered wildlife. His legacy continues with wife, Terry, and daughter, Bindi, who have earned international recognition as wildlife warriors.

Environment. Australian environmental scientist Tim Flannery and former U.S. vice president Al Gore became so dissatisfied with the world's ignorance about global warming that they began educating people around the globe. Their efforts are yielding phenomenal results. Tim Flannery's work was recognised by the Order of Australia in 2007, and Al Gore's efforts were acknowledged when he became a joint winner of the Nobel Peace Prize, together with the U.N. Committee on Climate Change in 2007.

LESSON:
Get dissatisfied with the status quo.



CHAPTER TWO

*Inspire Others to
Embrace Change*

People whose mindsets are drawn towards risks, crises, and obstacles would respond best to news of change that acknowledges and allays their fears, followed up with strong and regular reinforcement. Extreme pessimists may be so overwhelmed that they are frozen with inaction or are tempted to sabotage the change effort. In contrast to the extreme pessimist, someone with a *healthy* degree of pessimism is in a good place. If nurtured, the healthy pessimist is in a strong position to offer constructive advice about mitigating or eliminating risks.

While the best leaders for change have a strong capacity to envision future opportunities with hope and optimism, the extremists in this mindset can be too confident and blind to potential obstacles.

The ideal position embraces a balance of both qualities.

How We Collect Information *

Details

Big Picture

(specific data, expectations, past connections) (generalities, options, future vision)



* Adapted from MBTI (Myers-Briggs Type Indicator)

The message of change needs to reach both the people who need specific details and the people who prefer a more generalised picture, so that all can envisage their own futures. If you fail to supply specific data, you are likely to lose credibility with the detail-oriented person. Fail to provide an opportunity for the “big picture”-oriented people to find their own place in your future vision, and they are likely to feel disillusioned and unsupportive of the vision.

How We Make Decisions*

Objective

Subjective

(detached, logical)

(empathetic, personal)



An effective message of change to an audience caters to each preference for decision making. The objective decision-maker is likely to respond to a logical argument, clear plans and systems, and demonstrate leadership competence and credibility. The subjective decision-maker will gravitate towards a message that articulates the impact that the changes have on people. This person will be concerned with the values espoused by the message, as well as leaders' capacity to elicit that they care about people.

* Adapted from MBTI (Myers-Briggs Type Indicator)



CHAPTER FIVE

*The Nine Habits
That Hold You Back*



How Do I Sustain Change in My Personal Results?

The key to sustaining change in your personal results is to confront some of the unproductive habitual ways of thinking that are holding you back. By challenging these habits with some new patterns, you open the door to the possibility of transforming your results. Any one of the following nine habits can get in the way of achieving your dreams:

The Habits That Undermine Your Results

1. Do you focus on your past results at the expense of your future goals?
2. Are your intentions out of sync with your values?
3. Are you falling short on holding people accountable to their promises?
4. Do you over-control?
5. Are you caught in the irresponsibility trap?
6. Have you failed to identify your unique competitive advantage?
7. Is work *boring*?
8. Are you trapped by your blind spots?
9. Do you control time, or does time control you? Are you the master of busy-ness?

Unproductive habits can be thought of as a form of insanity, where we keep doing the same things over and over again but expect different results. The same principle applies to how we think. If we don't change the way we think, how can we expect a different result?

Why do we repeat behaviour that makes no sense? Our behaviour is driven by habitual ways of thinking or paradigms that get buried deep within our subconscious. We perpetuate those habits out of familiarity and comfort with what we know. Our external world of education and socialisation also helps perpetuate those ways of thinking.

How do we change a habit we no longer want?

The first step is to change our thinking to what we want, not what we've got or our past results.

*Habit #1: Do You Focus on Past Results
at the Expense of Your Future Goals?*

How to Reprogram Your Subconscious

The subconscious is a very sensitive and responsive instrument, but using it wisely has a catch: It believes anything you tell it to be true. So, if I think about what I don't want and reinforce that by looking to my past results, then I will continue to get what I don't want.

The problem with a "war on terror" is that it drives the subconscious to promote war and perpetuate terror.

The problem with thinking of debt and financial lack is that the subconscious will continue to perpetuate lack in your life.

The problem with thinking about sickness is that the subconscious will continue to perpetuate the conditions that will keep you ill.

The problem with global warming is that it promotes thinking and awareness about the problem. A new wave of thought is needed to generate options about solutions.

An alternate way of thinking to transform your results is:

Think of peace, not war.

Think of money, not debt.

Think of health, not sickness.

Think of a healthy planet, not global warming.

The Secret to Effective Goal Setting

The Wrong Way to Set Goals: Have ... Do ... Be

The usual way people set goals is to think in the order of:

Have ... Do ... Be.

For example,

Have: If I had a million dollars...

Do: Then I could buy all these things...

Be: And then I could be the millionaire I know I can be.

This is a recipe for failure. It's not how the mind works.

The Right Way to Set Goals is the Reverse

Order: *Be ... Do ... Have*

The *real* way is to trick the subconscious by imagining you already have what you want, which sounds like:

Be ... Do ... Have.

For example,

Be: I feel and think like a millionaire. I imagine feeling grateful for what I have and for the opportunity and wealth available to me as a millionaire.

Do: I do the things millionaires do, like meet with successful people and study the things millionaires study to create wealth.

Have: Then I will be prepared to receive the wealth when it inevitably comes my way.

Action Steps for Effective Goal Setting

1. Create a vision in your mind.
2. Write it down.
 - a. **Positive words.**
 - b. **Present tense.**
 - c. **Specific SMART goals.**
 - i. **Specific.**
 - ii. **Measurable.**

- iii. Action-oriented.
 - iv. Results-driven.
 - v. Time-bound.
3. Picture it in your mind.
 - a. Collect some pictures, create a vision board, and place it prominently where you will see it often.
 4. Feel what it would be like to have it.
 - a. Write down those feelings.
 - b. Use your imagination to actually feel those feelings as though your goal is already in your possession. Trick your subconscious into thinking that this is the way it is.
 5. Listen to it.
 - a. Record yourself reciting your goals.
 - b. Listen to the recording daily.
 6. Be grateful for what you have and who you are every day.
 7. Hang out with people who will support you.

An Attitude of Gratitude

The possibilities entwined in an exciting vision of the future can offer a powerful pulling force of attraction. However, a future vision alone doesn't contain all the ingredients for successful goal achievement. Often omitted from the recipe is the foundation of gratitude for the here and now.



CHAPTER SIX

*The New Paradigms
of Business Success*



The New Paradigms of Business Success



To be successful, we must switch paradigms from the Industrial Age to the twenty-first century with regard to how we manage physical and economic resources, the means of production, and social relationships.

Business-school models around the world helped Industrial Age managers and leaders develop the skills to manage in an age when control was centralised, the consumer market was always increasing, and the power was reserved for the few who controlled the information, resources, and rewards.

The Industrial Age model won't cut it in the twenty-first century. Power and control are no longer restricted to the few. Barriers to participation in the world economy are being annihilated on all fronts. The manager doesn't necessarily hold the upper hand. It's time to shift the skills set of managers and others who want to effectively lead in

a twenty-first-century context. Some business schools are starting to recognise this trend and have responded with different learning materials, as well as different methods of learning.

While there is still a long way to go, there is some movement in the right direction. The Australian Graduate School of Management (AGSM) has introduced a graduate certificate in change management, for example, while schools such as Harvard and MIT are using the new online virtual technologies to simulate real-world learning experiences.

This section looks at six ways our new age is demanding that our mindsets flip in order to prepare managers and leaders for the new economic and social paradigms of the early years of the twenty-first century:

- 1. Flip communication to conversation**
- 2. Flip teams to masterminds**
- 3. Flip diversity to creativity**
- 4. Flip competition to collaboration**
- 5. Flip manage to coach**
- 6. Flip performance control to freedom to perform**

4. Flip Competition to Creation

The Industrial Age mentality assumes that resources and opportunities are scarce. This thinking led to two paradigms that permeated most of our Industrial Age educational systems, organisational structures, and decision making:

1. That success in life is a product of individual contribution

- Organisational and decision-making structures produced out of this paradigm are fundamentally averse to cooperation.

2. That there are right and wrong answers to questions

- Organisational and decision-making structures produced out of this paradigm reject the notion of growth and creativity arising from the higher learning functions of ambiguity, risk, and tolerance for mistakes.⁷³

The new assumption emerging for life, work, and community in the twenty-first century is that there is enough opportunity for all. The old paradigms of individual dominance and controlled truth are rapidly on the decline.

The Emergence of a New Model of Business Sustainability

The traditional paradigm, which is alive and well in our educational systems, suggests that competition for scarce opportunities and resources is the driving force of sustainability. This is a model

of battle, underpinned by the enemy of scarcity, compelling us to overanalyse our weaknesses, gather data on our competition, and strategise for defence or attack on our adversaries. This model goes to great lengths to protect itself and its intellectual property from those who would take it.

A twenty-first-century model of competition suggests the emergence of a new paradigm for business sustainability that assumes opportunity and harmony. This new business model leverages its strengths in relation to market trends and opportunities, thus creating a unique market presence. Unlike the traditional model, the twenty-first-century business model is not born from the spectre of competition. Rather, a strong competitive position is a natural outcome of creating and sustaining a unique market position. This model sees IP as something that can be shared to a degree where collaboration produces better business results for all.

The Nature of the Creative Mindset

The creative mindset is not a competitive mindset. It is a sustainable mindset for the twenty-first-century sustainable business model.

Defining the Creative Mindset

- **Seeks to discover and nurture the uniqueness of your business**
- **Eliminates fear**
- **Values learning and the mistakes made during the learning process**
- **Has structures that reinforce creativity and learning**
- **Has leaders confident enough to hire people better than themselves**

- **Values coaching as a new leadership skill**
- **Recognises the natural champions of change, not just the person who is available at the time**
- **Keeps an open mind to the trends and opportunities within the external environment**

The Secrets to Learning from Failure in the Innovation Process

The innovators understand that failure is a natural part of the learning curve. Notwithstanding that our educational system doesn't leave much room for failure, this paradigm must shift if we are to move into the innovation mindset. The secrets of learning from failure include:

- **Reframe failure as feedback.**
- **Learn from others who have succeeded; avoid the “not invented here” syndrome.**
- **Understand your blind spots to risk. Are you overly averse or excessively optimistic? In each case, find some reliable feedback to balance your preferential mindset.**
- **Know when to cut your losses if the venture is overstraining your financial assets or personal relationships.**
- **Start small with prototypes and then expand.**
- **Ensure that you measure progress with project milestones.**
- **Find a mentor.**
- **Find sponsors.**



CHAPTER SEVEN

A climate for change

How Are Technological Trends Influencing
Success in the Twenty-First Century?

The idea that you can invent a business that will never be disrupted by technology is over.

—Wikinomics

The information revolution is fundamentally changing the fabric of how we measure success. In their bestseller *Wikinomics* (2006), Tapscott and Williams describe how trends in technology, together with the impacts of changing demography and shifting global economies, are displacing the supremacy of controlled hierarchies and creating a new type of production in the form of mass collaboration. In this world, the power brokers are the collaborators, and the traditional barriers to entry are being destroyed as the playing field is levelled out to allow an individual in Bangladesh, for example, to enter into the global economy on the same terms as his counterparts in developed

economies. Thomas Friedman (2005) describes this new form of collaboration as the emergence of a “flat world platform,” which arrived on the scene in the mid-1990s as a result of three converging forces:

- **The capacity of technology users to create their own content**
 - . **Through PCs and Windows**

- **The ability of people to get connected en masse and share their digital content with more people**
 - . **Through the Internet, Web browsers, and fibre optics**

- **The capacity of people to connect *and* work together on each other’s digital content**
 - . **Standardised transmission protocols and commercial business processes (such as PayPal)⁸⁵**

Let’s look at three forms of collaborative technology that are transforming the way our world functions: community innovation, global conversations and integrated technologies.

The Global Conversation

While IBM *responded* to the creativity of the global programming community, the Canadian gold-mining company GoldCorp, Inc., took the driver's-seat position and *created* a new and frenzied conversation amongst the global geological community unlike anything the mining industry had seen before. In 2001, amidst loads of controversy, the mining company took the unheard-of step of releasing online all of the secure data on its Red Lake gold mine to the global geological community, with the promise of a top prize of \$105,000 to whoever could predict the location of some six million ounces of gold. While the cost of the modelling was arguably close to the value of the prize, there was an even greater prize awaiting the winners: the Western Australian company Fractal Graphics, in collaboration with Taylor Wall & Associates from Queensland, submitted the winning survey, with Taylor Wall reporting that his company secured invaluable reputations following the competition results. The mining company also found its prize, with yields performing along the lines that the Australian companies had predicted.⁹⁶

Technology has created a global conversation. It doesn't have to be as sophisticated as the peer development of software across lesser-developed nations, or the call for submissions in a global mining competition, or as fast as Wikipedia or Wikinews. The global conversation can be as simple as the new social media and other forms

of enabling technology which create new opportunities for the human conversation in text, symbols, sound, or images across all time zones, all cultures, and all regions.

The new social media are displacing twentieth-century methods of communicating over distance, which have traditionally required a middleman. In this space, people are transformed from passive readers of content to active publishers of content.⁹⁷ Here is a quick walk through some of the new ways of communicating and trading in cyberspace:

- **Google, Yahoo!, and MSNSearch are essentially Internet search engines that make information on just about anything available to everyone in every language around the world online. Groups within each of these search engines enable more private collaboration online with invitees.**
 - . **Displaces hard-copy searches, such as the Yellow Pages, encyclopaedias, and newspapers.**
- **Blogging is an online invitation to comment on news and other issues with anyone and everyone.**
 - . **Newspapers are out of the picture.**
- **MySpace, Facebook, and LinkedIn enable conversations with those you invite into your online community.**
 - . **Displaces e-mail in messaging.**
 - . **Displaces traditional classroom learning.**
 - . **Displaces the slow timeline of face-to-face networking.**
- **Podcasting is like blogging but uses audio and video streaming.**

- iPods, MP3 players, and mobile phones play this information and are displacing music stores and other vendors.
- Amazon.com sells hundreds of thousands of books online around the world.
 - Online reviewers are displacing the more established book reviewers in newspapers and magazines.
- YouTube is a Web site that enables video streaming of a wide range of images, like music-video clips, home-video footage, TV news footage, and movie excerpts.
 - Displaces the efforts of some movie studios and traditional distributors of video footage.
- VoIP (Voice over Internet Protocol) is a way of making phone calls over the Internet. Skype is one such example, offering free calls over the Internet to other Skype users.
 - Displaces traditional telephone networks.
- eBay is the largest online site for trading goods and services. Made all the more effective by the global secure-payment gateway PayPal, the eBay structure is simple, permitting a high degree of self-governance by members, who can post comments on the quality of sellers. It also has a strong levelling effect in that all players operate by the same set of simple rules.
 - Displaces multiple forms of infrastructure, such as traditional shop fronts, advertising, and barriers to trading entry.⁹⁸
- High definition videoconferencing technology such as that offered by LifeSize® integrates video and audio transmissions between multiple locations around the globe concurrently.