



TRANSCRIPT FOR MODULE 8

# **TRANSFORMING YOUR EFFECTIVENESS AS A LEADER**

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## Introduction

In leadership as in life, practice makes perfect. Habits are powerful. They can lock us into negative behaviors, or train us to act automatically in ways that benefit us.

Routines reinforce what we do and how we function. Habit formation can speed success in the workplace and even in complex areas like leadership.

Leadership, at its core, is a set of habits. How we interact with co-workers, customers or delegate work, are all to some degree influenced by habits.

Positive habits make us better leaders, while negative habits hinder our performance.

This module “Transforming Your Effectiveness As A Leader” will explore the power of habit and the definition of success.

We will go through the key steps on how to develop a habit and delve into the habits of highly successful people.

To stand out as a leader, you must create the habits that back your success and good reputation.

Once these habits become a part of your daily routine, you are well on your way to becoming a great leader.

Let's get started!

## Lesson 1: You Are What You Do

### Introduction

Why are some people more successful than others?

This question has become a focal point of books and articles on the subjects of philosophy, psychology, metaphysics, history, economics, and business.

Over time, the answers have gradually crystallised into a clear picture and a simple explanation.

It is this: You are where you are, and what you are, because of yourself.

You can create your own future by changing your behaviors. You can make new choices that are more consistent with the person you want to be.

### Session A: The Power of Habit

Perhaps the most important discovery in the field of psychology, is that 95 percent of everything that you think, feel, do and achieve is the result of habit.

Beginning in childhood, you have developed a series of conditioned responses, that lead you to react automatically in almost every situation.

To put it simply, successful people have success habits, and unsuccessful people do not.

Successful, happy, healthy and prosperous people consistently do and say the right things, in the right way, at the right time.

As a result, they accomplish up to twenty times as much as average people who have not yet learned these habits.

### Session B: The Definition of Success

Stephen R. Covey, a Pioneer of Personal Development, identified a very important change in the way that humans have defined success over time.

In earlier times, the foundation of success rested upon character ethic, things like integrity, humility, fidelity, courage, modesty and the Golden Rule.

But, starting around the 1920s, the way people viewed success shifted, to what Covey calls, a personality ethic where success is a function of personality, public image, attitudes, and behaviors.

These days, people look for quick fixes. They see a successful person, team or organisation and ask - How do you do it? Teach me your techniques!

But these shortcuts that we look for, hoping to save time and still achieve the desired result, are simply band-aids that will lead to short-term solutions. They don't address the underlying condition.

Covey believes that the way we see the problem, is the problem. We must allow ourselves to undergo paradigm shifts to change ourselves fundamentally.

In the sessions ahead, you will learn how to develop the habits shared by the most successful people in the world. Individuals who go from rags to riches in one generation. Leaders who stop at nothing.

What is it that separates their success from others, but more importantly, how can you do the same?

As you progress through this module you will learn how to think more effectively, make better decisions, and take more purposeful actions than other people.

## Lesson 2: Developing New Habits

### Introduction

The way we see the world is entirely based on our own perceptions.

In order to change a given situation, we must change ourselves, and in order to change ourselves, we must be able to change our perceptions.

Almost everything you are or will be, can be determined by your thoughts, feelings and behaviors. The key to becoming a great person, and living your best life, is to develop the habits of success.

### Session A: How Long Does It Take To Form A New Habit?

According to the experts, it takes about 21 days to form a habit pattern of medium complexity.

By this, we mean simple habits such as getting up earlier at a specific hour, planning every day in advance, or starting with your most important tasks each day.

Leadership Authority, Robin Sharma, talks about The Model of Habit Installation, which goes through 3 phases, spanning 0 to 66 days.

### Session B: How To Develop A New Habit

A proven seven-step methodology developed by Performance Expert, Brian Tracy, has been widely adopted for new habit development.

First, Make A Decision. Deciding what habit will make the biggest impact on your success is crucial. Don't confuse urgent tasks with important ones. Your inbox will always be full, so schedule time for items that matter.

Second, never allow an exception to your new habit pattern during the formative stages.

Exceptions are the root of all new habit demise. It's easy to rationalise exceptions when they seem isolated. Important interruptions come in many forms such as unexpected visitors, technical malfunctions or simply a late night out.

If you let one exception creep into your plan, it becomes easy to let another slip by, and soon your whole goal is derailed. Commit to the goal without exception.

Don't make excuses or rationalisations. Don't let yourself off the hook. If you resolve to get up at 6:00 a.m. each morning, discipline yourself to get up at 6:00 a.m. every single morning until this becomes automatic.

Third, tell others that you are going to begin practicing a particular behavior. It is amazing how much more disciplined and determined you will become when you know that others are watching you to see if you have the willpower to follow through on your resolution.

It's easier to allow exceptions or deviations from your goal, when you are the only one who knows. If you have to announce partial failure, or explain something to others in a public fashion, stretching the truth is suddenly not an option. Tell one, tell all.

Fourth, visualise yourself performing or behaving in a particular way in a particular situation. The more often you visualise and imagine yourself acting as if you already had the new habit, the more rapidly this new behavior will be accepted by your subconscious mind and become automatic.

The same muscles are activated whether you are physically or mentally imagining a task: this means you actually derive the benefits of practice in both situations. This even applies to physical behaviors like golf or dance.

You can bridle your fears in your visualisations before you venture out into the real world. By visualising, you also allow yourself to problem solve for expected obstacles and be ready for them when they happen in reality.

Fifth, create an affirmation that you repeat over and over to yourself. This repetition dramatically increases the speed at which you develop the new habit.

For example, you can say something like; "I get up and get going immediately at 6:00 a.m. each morning!"

Repeat these words the last thing before you fall asleep. In most cases, you will wake up before the alarm clock goes off, and soon you will need no alarm clock at all. It's true that what you focus on grows.

Simply filling your mind with more of what you want to achieve is an undeniable strategy for changing your mindset.

Sixth, resolve to persist in the new behavior until it is so automatic and easy that you actually feel uncomfortable when you don't do it. This is a true test of transformation.

While personality is arguably inherent, anything is learnable. Some goals take hours to change, while others take years. Only you will know when you have fully embodied the change and have reached your goal.

Seventh, and most important, give yourself a reward for practicing the new behavior. Why is this important? Each time you reward yourself, you reaffirm and reinforce the behavior. Soon you begin to associate the pleasure of the reward with the behavior.

Rewarding yourself is insurance to keep going even in the face of challenges. At the very least, it will be a fun practice, that reinforces the respect you deserve for your hard work.

## Lesson 3: The Habits of Success

### Introduction

Success may appear in society as leadership, extraordinary sales numbers, positive press or perhaps an impressive industry award.

But what are the daily habits, thoughts and behaviors of those who rise to great success?

What happens inside the mind of those we admire? How are they different?

### Session A: Self-Discipline

The most important habit you can develop for success and happiness, is the habit of self-discipline.

The best definition of this comes from Elbert Hubbard: Self-discipline is the ability to make yourself do what you should do whether you feel like it or not.

Self-discipline is the key to self-mastery and self-control. The more capable you become of disciplining yourself, the more positive and powerful you will feel.

This is why the happiest, most successful and most respected people in our society have great self-control, self-mastery and self-discipline.

### Session B: Become A Lifelong Optimist

Perhaps the most helpful mental habit you can develop is the habit of optimism. Optimists are usually the happiest, healthiest, most successful and most influential people in every society.

Optimists think about what they want and how to get it. They think about where they are going and how to get there. The very idea of thinking about what they want makes them happy and positive. It increases their energy and releases their creativity. It motivates and stimulates them to perform at higher levels.

Pessimists, on the other hand, are the opposite. They think and talk about what they don't want most of the time. They think about the people they don't like, the problems that they are having, and especially, they think about who is to blame for their particular situation.

The more they practice this behaviour, the faster the negativity spreads.

### **Session C: Think About Your Goals**

Goal-orientation is a second way of thinking practiced by optimists and all successful people.

In future-orientation, you develop a clear, ideal image of what you want to accomplish sometime in the future.

With goal-orientation, you crystallise that image into specific, measurable, detailed goals that you will need to accomplish.

Successful people soon develop the habits of personal strategic planning. They sit down and make a list of exactly what they want to accomplish in the short, medium and long term.

They then use a powerful, seven-part goal setting methodology to create blueprints and plans of action.

Once you develop the habit of setting goals and making plans for their accomplishment, it will become as natural for you as breathing.

By following a proven goal setting process, you will increase the likelihood of achieving your goals by as much as ten times, by 1000 percent or more.

This is just not a theory.

Take the following example: USA Today reported on a study of people who set New Year's Resolutions. They found that the people who had set their New Year's Resolutions, but not written them down saw only a 4 percent success rate.

But of those people who had written down their New Year's Resolutions, 46 percent had in fact carried them out.

The habit of doing something every single day that moves you toward an important goal gives you the power of momentum. Daily action deepens your belief and activates the Law of Attraction.

Jack Canfield, America's Number One Success Coach, has spoken to people all over the world who have told him that the habit of taking action every day has been life-transforming and instrumental for their success. Try it for yourself and see.

### **Session D: Set Your Goals Each Day**

One of the most important habits you can develop is the habit of daily goal setting. It's quite simple.

Get a notebook to write down your goals, and resolve to keep it nearby for the rest of your life.

Each morning, before you start out, open your notebook and start a new page. I always begin with the words "My goals are the following"

You then write down your top 10 goals in the present tense, as though you have already achieved them.

Your subconscious mind is only activated by commands that are stated in the present tense. So instead of writing a goal such as, "I am going to lose weight in the months ahead," you would write instead, "I weigh X number of pounds by a specific date.

The more specific you can be expressed in the positive, present tense, using "I," the more powerful the result.

Goals written and stated in this way activate the Laws of Attraction. They cause you to develop new beliefs about what is possible for you. They increase your energy and stimulate your creativity.

### **Session E: Identify Key Professional Skills**

Professional success requires that you make a list of the key skills that you need to succeed in your field.

There are usually only about five to seven skills that determine most of the success that one achieves in any field of endeavor. Your first job is to identify these key skills and write them down.

Here is an interesting discovery. You have achieved your level of success in your field today because of your talent and ability in certain key areas. But at the same time, you are being held back by your weaknesses in other areas.

The rule is that your weakest key skill determines the level of your success. In other words, you could be excellent at six out of seven key result areas, but your weakness in the seventh area will determine your overall results.

You therefore ask yourself this question, “What one skill, if I developed and did it at the highest level, would have the greatest, positive impact on my career?”

This is one of the most important questions that you ask and answer throughout your career.

You must develop the habit of continually identifying and working on your weakest key skill.

### **Session F: Commit To Lifelong Learning**

Another key habit of practice by top people is growth orientation. It is the high road to excellent performance and essential to developing the habit of optimism.

This method is the foundation for excellence orientation, and is essential for you to develop if you want to move into the top 10 percent of your field.

Growth orientation requires that you develop the habit of continuous learning. Just as you exercise physically on a regular basis to remain fit and healthy, you must exercise mentally on a daily basis to become better and better in your chosen field.

Merely reading a book every now and then isn't enough. Truly successful people embrace a deeper, lifelong attitude of learning and regularly grow their knowledge through three methods.

These methods include waking early each morning to read 30-60 minutes in their field, learning from experts at seminars and conferences a few times a year, and making use of commuting time to listen to podcasts. The average person spends up to 1000 hours each year in his or her car.

This is the equivalent of one or two university semesters.

Adopting a mindset of continuous learning drives average people to become top performers in their fields. It increases your intelligence and creativity and fast-tracks your career. It is one of the best habits you can ever develop.

### **Session G: Be Around the Right People**

Make it a habit to only associate with the kind of people that you admire, respect and want to be like. Be very conscientious and clear about the kind of people that you are going to allow to influence your thinking by their presence.

Dr. David McClelland found that your “reference group” would determine as much as 95 percent of your success or failure in life. These are the people that you habitually associate with and consider yourself to be one of.

These can be members of your family, your coworkers, members of your political party, or social organisations. The fact is that, “Birds of a feather flock together.”

Or as Zig Ziglar says, “You can’t fly with the eagles if you continue to scratch with the turkeys.”

### **Session H: Take Initiative**

The American Management Association reported on a study of managers who had been divided into two groups, those whose careers had flattened out and those whose careers were moving upward rapidly. They interviewed both groups to try to determine the differences that accounted for their success and failure.

What they finally concluded was that it was not education, experience, background, networking or intelligence.



The critical difference between success and failure was contained in the habit of taking the initiative. Managers and executives who were on the fast track were constantly moving out of their comfort zone and taking the initiative to try new things in new areas.

On the other hand, managers who lacked initiative were continually passed over for promotion.

## Lesson 4: Seven Habits of Highly Effective People

### Session A: Wisdom From Stephen R. Covey

The most successful leaders understand that success is something that is cultivated over time. Success is a daily commitment that functions around your life purpose.

Based on the teachings of Stephen R. Covey, here are the key insights from The Seven Habits of Highly Effective People.

Habit 1: Be proactive. Take charge, and assume responsibility for your life.

Habit 2: Begin with an end in mind. Have a vision for the future and align your actions accordingly.

Habit 3: Put first things first. Don't get distracted by urgent but unimportant tasks.

Habit 4: Seek first to understand, then to be understood. When someone presents us with a problem, we often jump right to giving a solution. This is a mistake. We should first take time to really listen to the other person and only then make recommendations.

Habit 5: Think win-win. When negotiating with another, don't try to get the biggest slice of the cake, but rather find a compromise.

Habit 6: Synergise. Adopt the guiding principle that in a group, the contributions of many will far exceed those of any individual. This will help you achieve goals you could never have reached on your own.

Habit 7: Sharpen the saw. Don't work yourself to death. Strive for a sustainable lifestyle that affords you time to recuperate, recharge and be effective in the long-term.

**Conclusion:**

Many people wonder how they can become highly successful, not realising that they hold within them everything they need to achieve all of the success they desire. Successful people are where they are today because of their habits.

Habits determine 95% of a person's behaviour. By creating good habits and adopting a positive behavior, you too can become successful and live a prosperous life. As you open the gates of change to give yourself new habits, be patient with yourself. This is not a quick fix. But rest assured you will see immediate benefits. Have faith - it's worth the effort.