



TRANSCRIPT FOR MODULE 2

SELF-EMPOWERMENT & ACHIEVING YOUR FULLEST POTENTIAL

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Introduction

As the saying goes, “Life is not a dress rehearsal – this is it”. You’ve only got *one* shot at this life. This module is all about living your best life, being the best you can be, and creating the success you want. And it all starts with YOU.

Self-empowerment and achieving your fullest potential is about really knowing yourself, being crystal clear about what’s important to you, what drives you and what energises you, and making sure what you do is aligned to this.

It’s about focusing on what’s important and making proactive and confident choices to actually make it happen. It’s about being yourself, as well as developing and maintaining the right kind of support around you. It involves your thinking and mindset – something which can massively help or hinder you on your journey.

And finally, this is about knowing how to handle yourself in times of challenge or difficulty – whether that’s due to external events or as a result of fear, doubt or lack of confidence.

In this module, you will learn key lessons from our Pendulum speakers - leaders in their chosen field from all round the world - about what it takes to be your most powerful, impactful and successful self as a leader.

Let’s get started!

Lesson 1: Knowing What's Important To You

Introduction

People usually know deep down what's important to them, but so often how they are spending their time, or where they are putting their energy or focus, doesn't reflect this. They get busy on less important things or other people's priorities. They get distracted. They get caught up in the weeds - the detail.

Achieving your full potential and getting what you want in life and work, requires you to be really clear on what's most important to you as an individual, and as a leader, and to stay focused on this.

Clarity about, and a real commitment to what's most important, helps you stay on track, and take action, if you are ever straying too far off this path.

As leaders in these Volatile Uncertain Complex and Ambiguous times – known as VUCA times - this is more critical than ever. Really successful people know their values, what drives and motivates them, and they make their decisions based on this.

Session A: How values guide you

The disruption generated by new competitors, shifting customer expectations, emerging technologies and regulatory or legal uncertainty, can often seem like a perfect storm, preventing the traditional leadership toolkit from functioning well.

This session covers the most important shift a leader can make when experiencing or anticipating disruptive times: Stop expecting stability.

I'll bet at least some of you reacted with some commentary like:

"I don't expect stability. I am forward looking and ready for change."

You may well be forward looking and ready for change. But disruption doesn't present itself with a big flourish and a 'felt need for change'. By definition, disruption hits you where you don't

expect it, at a level you aren't ready for, and with second and third order implications, that are difficult if not impossible, to foresee.

In some of the most famous cases, automotive giants allowed small players, for example Volkswagen to enter their markets and take 'undesirable', low end, small car business. It wasn't long before these unassuming players gained experience, skills and momentum enough, to seriously contest other parts of the market.

When we look back at the Big 3 in auto, network broadcasting in T.V, or yellow cab medallion sales, it is easy to be a Monday morning quarterback, that's a US term for the people who call all the right plays on the day after a big football game is played.

Disruptive times are easy to see in the rear view mirror, but quite difficult to see as they are coming towards you and your organization. Leaders run the risk of being too quick to react, with dire predictions that 'the sky is falling' only to see the status quo prevail.

By reacting too quickly or too drastically, not only will they look paranoid or silly, but they may well disappoint their current customers, as they prepare for their future new customers.

Waiting for some definitive sign that disruption has happened may seem like a perfectly reasonable thing to do. Don't act too quickly. Don't react to faint signals. Just wait until it's crystal clear that there is a serious threat of disruption. This is a great way to get your frog boiled. AND you don't want to get your frog boiled!

This is a well known story, yet the lesson is perennial.

Your frog is in water, where frogs like to be. We see that it's a pot of water on a stove. The water starts out cold, and when it warms a bit, the frog may not even notice.

As it warms further, the frog might happily take note, continuing to swim and enjoying the warmth. When it gets uncomfortably hot, now the frog fondly remembers how nice the warm water was and hopes that it soon returns to that comfortable temperature. By the time the frog realizes that it is only going to get hotter, he's boiled. Cooked. Game over.

Need we point out that the frog had the means to jump from the pot at any point? There's no lid on the pot in this story. There's just a frog who expects stability. He's alive and well and doesn't see why this would change. He sees changes in his environment, but expects a return to normality.

Stop...expecting...stability.

Don't let your frog get boiled!

Session B: How your values motivate you

Values are not just important in terms of what you do, they also affect your energy, motivation and drive.

When you're doing things that matter – that are important to you - you are much more energised and motivated. Your drive comes from the inside rather than the outside. You do things because you want to – because it feels right. You know what you're doing is of value and it feels good. YOU feel good.

This is especially important in terms of sustaining your drive and motivation over the long term, or at times, when things are challenging.

Session C: What you commit to

As well as knowing your values and what's important to you, you also need to make clear decisions about what you are actually going to do based on this. You need to commit.

There is a big difference between a wish and a decision. You might want to be fitter but unless you decide to go to the gym three times a week or to run a half marathon in six months time, it's simply one of the many things you might want.

This is about making choices and acting on them.

Lesson 2: Knowing What Energises You

Introduction

There are two forms of energy which affect how you perform.

One comes directly from your values. It's the type of long-term motivation and drive that comes when something matters to you, and what you do, is meaningful. This is the kind of motivation that sustains you over the long term and drives you to keep going when things are tough. This is about your purpose, YOUR why.

And then there is the more immediate type of energy which comes from what you do day-to-day. Some things boost our energy and others deplete us.

When you are doing what energises you, what you enjoy and what you find meaningful – things flow and everything is easier.

Knowing your 'fuel' – what feeds you and energises you - and creating an environment that allows you to spend as much of your time as possible doing these kinds of things, will improve your performance and success, especially over the long term.

Lesson 2: Knowing What Energises You

"When the why is big enough, the hows take care of themselves. When you have a big enough reason for doing something you will do it." - Dr. John Demartini, Global Authority in Human Behaviour.

As human beings, we want to feel significant – like our lives and what we do MATTERS.. There is a story made famous by the management theory guru Peter Drucker about a traveller who came across three men working.

He asked the first man what he was doing and the man said he was laying bricks. He asked the second man and he said he was putting up a wall. When he got to the third man, he said he was building a cathedral. The same job but three completely different levels of motivation.

Your motivation and energy is much higher for what you feel is truly important and meaningful.

This is especially true over the long term or when things are challenging. It's knowing the importance of our work and why we are doing it, that keeps us going.

Session B: Your Energy

Think about a day when you're full of energy. Chances are you get lots done. You're decisive. Things are easier. Problems seem more manageable. You think more clearly and you probably find it easier to come up with creative solutions.

Contrast this with a day when you feel exhausted. Everything takes longer and is harder. You might feel like you're banging your head against a brick wall, with a task that you might fly through, on a day when your energy is good.

Your energy massively affects your performance at work – both the quality and the quantity of the work you do. When you are doing what energises you, you perform better, you are more productive, and you feel good.

Too often though people spend huge amounts of time on things that drain them and not nearly enough time on what feeds them.

So try this exercise.

Write a list of everything that energises you and another list of everything that drains you. Aim to spend as much of your time on the first list. Then delegate, outsource, hire people or create an environment where you can stop doing as much as possible, on the second list.

Session C: Doing what you enjoy

“Success is not about objectives and goal setting, it's about losing yourself to something that is bigger than you. It's about learning, growth, and development. Nothing can be achieved without enjoyment and enthusiasm, and we must seek to play the game, not work at the game. By creating a mental environment which allows us to enjoy what we do, we create our best chance of learning.” - Jamil Qureshi, Psychologist and High Performance Expert

We all have more energy for the things we enjoy. In fact, the things you enjoy can actually give you energy. While meaning and purpose sustain you over the long term, enjoying your work is the day-to-day fuel that energises and stimulates you.

You often get asked to do more of what you're good at. But just because you are good at something doesn't necessarily mean you enjoy it – you might actually find it boring or draining. So wherever possible, try to focus on things you're good at, AND that you enjoy.

Lesson 3: Doing What's Important

High performers don't just know their priorities – they act on them. Consistently and courageously. Even when you know what's important to you, it's all too easy to get distracted, side-tracked or pulled into less important things.

The modern leader needs to be able to navigate the busy, demanding and distracting world we live in, and stay focused on their vision, their priorities and what's most important. It's one thing to get focused, it's another thing to stay focused.

And it's not just about what you do, leaders also need to make clear decisions about what not to do. It's simply not possible – or smart – to try to do everything.

Session A: Act on your priorities

One of the single most important factors in how successful you will be and whether you achieve all you want is how you actually spend your time.

What gets your time, focus and attention should flow directly from your values and priorities. Too often though, this is not what happens in practice as people get distracted, side-tracked or pulled into less important things.

One of the key challenges for the modern leader is not just to be clear on their vision and priorities, but also to act on it in terms of the choices they make, what they actually do and how they spend their time.

As John Demartini said at the 2017 Pendulum Summit...

“If you do not fill your day with high priority actions that inspire you, it's going to fill up, low priority distractions, that don't ... those that fill their day with high priority actions flourish, and

those that don't, perish."

Session B: Decide what not to do

It's relatively easy to do more things – add new projects, new ideas, new services or products. A key skill of the modern leader is what's called 'Strategic Subtraction' – deciding what NOT to do. The reality is you can't do it all. Leaders make choices. Often tough ones.

Jack Dorsey, CEO of Twitter and Square, sees his role as CEO as being the "Chief Editor" of the organisation. He says:

"There are a thousand things we could be doing, but only one or two that are important".

So His job is to make sure that is what the organisation stays focused on.

Session C: Stay focused, not distracted

Clarity of thought and quality of thinking is vital for successful leadership. One of the key priorities for a leader in the modern world is to avoid the trap of just being busy and find time and space to think. To be able to focus. To be strategic. To be creative. To make really good decisions.

In the busy world we live in, this doesn't happen by chance. It requires a conscious choice to not get distracted and find ways to stay focused on what's most important.

Lesson 4: Choosing Your Thinking

One of the most powerful factors affecting your performance, your potential and your success is YOUR thinking. Your thoughts affect how you feel, and how you feel, affects what you do and the results you get.

Successful people and those who achieve great things don't leave this to chance. They make sure their thinking, their attitude, and their mindset is going to help them, not hold them back, from achieving what they want to achieve.

So if you want to change your outer world, you need to start by changing your inner world.

Session A: The power of your thinking

How we see the world, and how we think about things, affects everything. Positive psychology

research has proven the link between optimism and success.

The importance of your attitude, your mindset, and your perspective is also clearly evident in almost all the real life experiences and stories of our Pendulum speakers – from top sports people, to global business leaders, to people who've achieved the near-impossible.

Session B: Your thinking becomes your reality

Henry Ford famously said:

“Whether you think you can, or you think you can't - you're right.”

What we think becomes a self-fulfilling prophecy. Our thoughts become our reality.

So, if you want to change how you are performing, or the results you are getting, you need to see if how you're thinking is helping or hindering you.

Session C: Choosing your thinking

As a leader you should not allow how you are thinking or feeling to be a random thing - a by-product of your environment, or external events and circumstances.

You can and should actively choose how you want to think. This is especially important during challenging times or for any high performance or high-pressure situations or circumstances.

This is about creating a mindset that sets you up for success.

As Psychologist and High Performance Expert, Jamil Qureshi said at Pendulum Summit 2016:

“To change our outer world, we have to change our inner world. Being better is sometimes not about upskilling, it's about gaining a different perspective.”

You can't change what you're not aware of. So, the first step is to notice what you're thinking. Then, each time you catch yourself thinking a negative thought, consciously switch it to a more positive or enabling one.

It can take some practice to train yourself, to choose empowering thoughts. But over time it will become easier and more habitual, and will make a big difference to how you feel, how you act and how you perform.

Lesson 5: Making It Happen

Introduction

Too many people spend their time knowing what they want, but not doing anything about it. Not really committing to it. Being too afraid to make that bold decision. Or simply being too busy, or distracted to focus on what's most important.

As Theodore Roosevelt famously said:

"It is not the critic who counts ...the credit belongs to the man who is actually in the arena".

Successful leaders are proactive. They make choices. They make things happen. They CREATE their life, their work, their world.

They don't just think about things. They take action - clear, courageous action based on their values, priorities and vision for what they want.

Session A: Being proactive

"The choices that I want usually need to be created. I need to create some choices in order to improve my life." - Keith Cunningham, Business Mastery Expert.

Being proactive is about making choices, taking action, making things happen, and creating your life. It's about taking responsibility and not being passive or having a victim approach when things are tough. And it all starts with your mindset

Session B: Taking action

As a leader, being clear on your values, priorities, and vision is fundamentally important, but not enough. Leaders must make choices, decide and act. They need to be courageous. And be willing to take a risk or fail.

And successful people don't wait for everything to be perfect, before they act.

As Seth Godin would say:

"They get on with shipping not polishing!"

Session C: Achieving your potential

We can't achieve all we're capable of without risking making a mistake or failing at times. It's by

taking action, by getting out of your comfort zone, by challenging yourself, by taking the leap – then you grow and learn and give yourself the opportunity to achieve your fullest potential. That you can live a life without regrets.

Lesson 6: Being Yourself

Introduction

There's a HUGE amount of research and writing on the value of authentic leadership. In today's world, people want to know their leaders, to have a feel for who they are – so they can trust them, and are willing to follow them.

People are no longer willing to follow someone just because of their position. Being yourself is also far less tiring than putting on an act or having to “armour up” to do your job.

Finding an environment or creating one that allows you to be yourself and to play to your strengths is a much more effective and easier way to achieve success over the long term than being something you're not.

Session A: Importance of being yourself

We can instinctively sense when someone is being themselves – who is not putting on an act, not using a strategy or trying to manipulate us in some way.

We are much more likely to trust someone who is being real. And trust is so important in leadership. If you want people to follow you as a leader, they need to trust you and believe in you.

This is not a technique you learn or a strategy you use – it's about having the courage to be yourself, to be seen for who you are and to behave in a way that is true to what you believe in.

Brené Brown, the world's leading authority on vulnerability, describes the negative effect of what she calls 'Armored Leadership' as opposed to 'Daring Leadership':

“The thoughts, emotions, and behaviors that we use to protect ourselves when we aren't willing and able to rumble with vulnerability, move us out of alignment with our values, corrode trust with our colleagues and teams, and prevent us from being our most courageous selves.”

Session B: Doing it your way

Being the best you can be and achieving all you want in your work and life is not a case of

following a certain prescribed set of steps or strategies.

It's about knowing who you are, what works for you, what allows you to be at your best and creating or finding ways to do this as much as possible.

Nobody can do things exactly the way you do them. And you are at your most powerful when you are harnessing your own uniqueness – your own particular collection of strengths, life experiences and positive characteristics.

This is about having the courage to be yourself – to be true to who YOU are. As the saying goes: *“Be yourself – an original, is always worth more than a copy.”*

Lesson 7: Developing Support

Introduction

Being as successful as you can be in your life and as a leader is not just about who you are and what you do. It's also greatly affected by the people you surround yourself with.

People who achieve incredible things know they can't do it alone. Nobody in their right mind would set off to summit Everest without the support of a Team - Sherpas, People at Basecamp, Financial Support and undoubtedly the encouragement and practical support of Family and Friends.

With the right people around you and to support you, you are capable of so much more. Successful people know this and proactively build up their network of trusted people and support. And they actively invest time and effort in these important relationships - knowing they are a critical component of their success.

Session A: Why we need support

We are all capable of so much more when we have the right people around us and the right kind of support. We also all have a basic need to feel we belong or are part of something.

George Kohlrieser, Distinguished Professor of Leadership and Organisational Behaviour at International Institute for Management Development talks about the importance for leaders of *“secure bases.”*

Secure base people not only care about you and support you, they also encourage you to take risks, challenge yourself, and be the best you can be. The climber can get to the top of the

mountain precisely because the support climber is providing safety.

Too much caring without much challenge can encourage you to play it safe and stay in your comfort zone. Too much challenge without support can be stressful. Someone who is a secure base provides a balance of both.

Session B: Creating your support network

Having a really good support network requires us to be proactive and put the time and effort into creating and sustaining these relationships. It's all too easy to let this be pushed out by things that are seemingly more urgent.

Yet, this must stay as a critical priority of the effective leader.

This is especially important as you progress in your career because as people get more senior, it's harder to find people who will be totally honest with you and it can be easy to isolate yourself, lose touch with reality or find yourself trying to go it alone.

Support comes in many different forms. It involves the team you have around you but is so much more than this. It can include people who do things you aren't good at or don't enjoy.

Mentors, coaches, people who inspire you, or who you learn from - people who champion you, encourage or believe in you, and people who will give you honest feedback, or kick your backside when you need it.

A useful exercise to do, is to ask yourself:

If I was creating the best possible board, or senior management team, to support me in my life and work - what type of people, and support would I include?

Who do I currently have in my personal boardroom?

What gaps are there that I need to fill?

What steps do I need to take to improve this?

Lesson 8: Handling Pressure, Fear & Challenge

Introduction

Even the most confident person has certain situations or certain times where they are challenged in some way.

To live your best life and achieve all you are capable of it's important to know how to handle yourself in these times as well as being aware of and dealing with anything that holds you back from being your best.

This can be things like: doubt, fear, lack of confidence, uncertainty or being too hard on yourself.

Everyone has times when they feel under pressure. And everyone – and I mean everyone - has fears.

You may be afraid of failing or making a mistake, being judged or looking stupid. You may worry that you're not good enough, smart enough, successful enough, wealthy enough, kind enough, or confident enough.

It's not about never feeling stressed or anxious.

It's about what we do in these times that is important.

It's about having strategies to handle fears or worries, and not letting them get in the way of you being at your best.

Session A: Handling pressure

It's so much easier to lead or perform at our best, when things are going well. The true test of how successful you will be is how you handle yourself when you're under pressure.

Can you stay calm? Can you stay focused? Can you rise to the occasion and still make great decisions? And can you do all of this without sacrificing other important parts of your life - like your health or your relationships?

The resilient leader recognises that looking after your physical and mental health, making time for relationships and other important parts of your life is essential for long term, sustained success. They figure out what works for them when they are under pressure and they act on it. Consistently.

Session B: Handling fear

It's not being afraid that's the issue – everyone has fears or doubts at times. It's when fear gets in the way, holds us back or affects our performance that's a problem.

Most of us were taught to be afraid as a child, as a means of protecting us:

“Don't touch the fire, it's hot!”

“Don't play close to the road, it's dangerous!”

Fear was a signal to stop – not do something – to avoid danger. But this way of seeing fear can hold you back from performing at your best and achieving all you're capable of. It can keep you in your comfort zone. It can stop you from trying something new, challenging yourself, or taking risks.

A better way to think of fear is as a signal.

A signal that this is an opportunity to challenge yourself to grow, to learn. Or a signal to prepare – to do what you need to do to perform at your best.

It's not that great leaders and highly successful people are never afraid – it's just that they don't let fear stop them from doing what they want to do or what's right or important.

They've developed strategies to deal with it and keep going – to perform at their best, despite the fear or perhaps even because of it.

Session C: Challenge & growth

We learn and grow much more from our struggles and challenges than we do from our successes.

If you want to live your best life, if you want to do your best work and have the greatest impact you can, it's not about having no fear or never making a mistake – it's about being willing to go for it anyway, knowing that you will either succeed or you will learn and grow from the process.

So, ask yourself, if you're willing to be uncomfortable?



Are you willing to actively choose to do the thing you're afraid of?

Because that's where your greatest potential for growth and power lies, and your opportunity to thrive and be the best you can be!