Energetic?
Change!

Exeptional Leaders
Use Leadership Energy.

Executive eBook by Annette B. Czernik.
Masterful Coaching for Leaders, Professionals and Creative People.

INSPIRED EXECUTIVES

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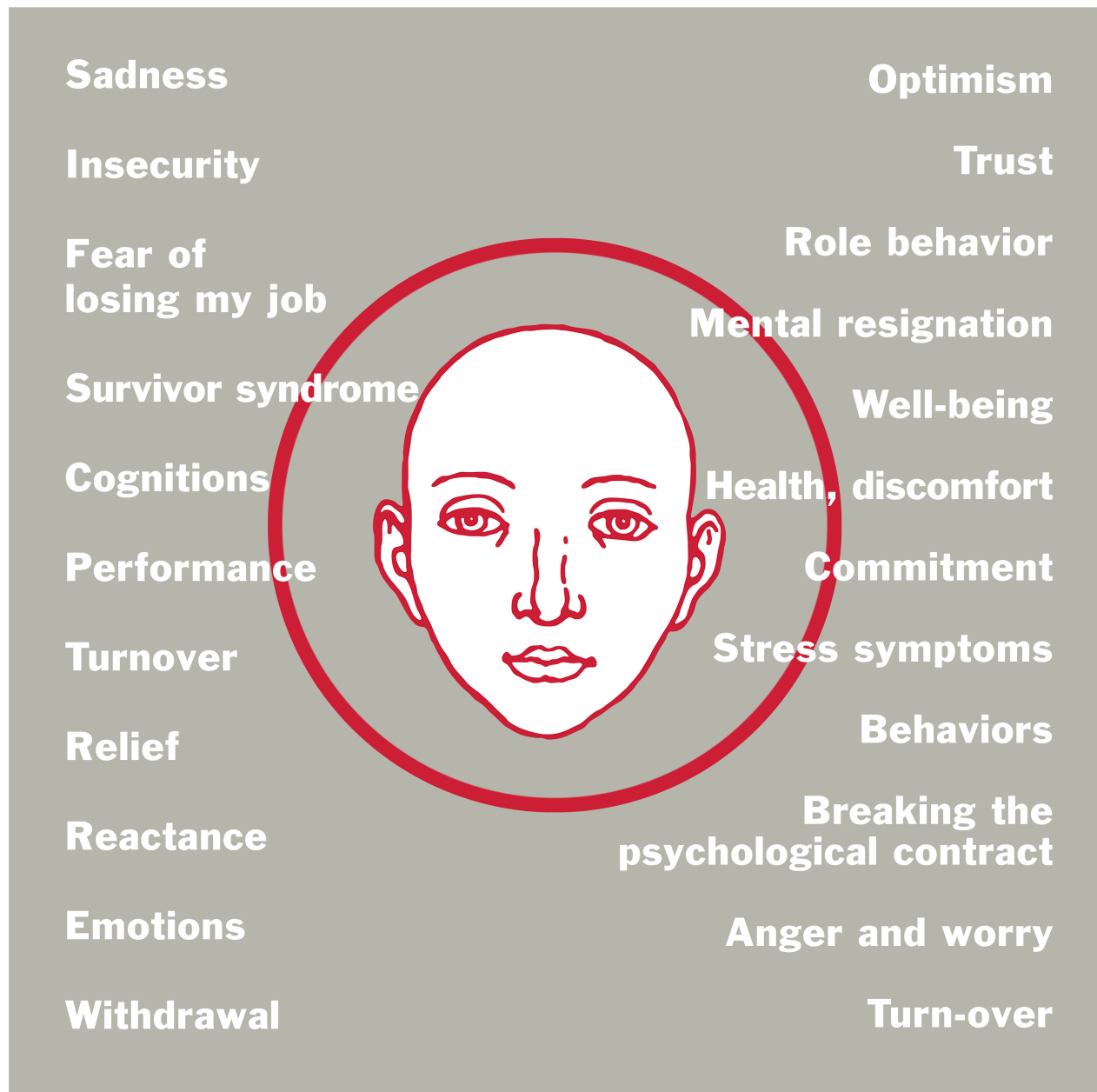
Corporations are people

Leaders are at the heart of any business. The essence of leadership means understanding the market, identifying stakeholder needs, directing the organization with a well-defined mission, strategy, and priorities, aligning and mobilizing resources, and inspiring employees. Organizations have an incredible reservoir of positive energy waiting to be released. And that is the opportunity and task of the leader – to find a way to tap into that energy, direct it and multiply throughout the organization.

Change is an every-day and ever-present theme. In life, big events like graduating from high school or college, entering the corporate world, getting married, having kids, a career move, the passing of a beloved one, growing older, or retiring have an impact on how we think, feel and act. In organizations, mergers, restructuring, new bosses, new products or job cuts require us to learn new skills, de-emphasize old behaviors and become familiar with new reward patterns. It is easier said than done to cope with new situations and to successfully make the transition.

The need we feel to maintain the comfort of the status quo is extraordinarily powerful, and fear of moving into an unknown future state creates anxiety and stress, even if the current state is painful. Though change has the potential to have a negative effect on morale, productivity and quality, there is nothing so important to the survival of your organization.

Trust and integrity are more important now than they have ever been. There has been a shift to a culture of transparency and accountability, which demands a new leadership style – or way of being. It is one in which leading strictly from the rational brain disconnected from its emotional center is not an option. It is a way of leading that demands the involvement of all affected stakeholders and an acknowledgement of their needs; a way of leading and being that gives voice to what is within people and accepts emotion as a legitimate part of the corporate culture.

We are all creatures of habit. It takes real effort to alter the pathways those habits form in our brains. Those pathways come with plasticity, meaning we can learn new and smarter ways of doing things at any age if we make the effort. Emerging findings in neuroscience suggest why inspiring and supportive relationships are important. They help activate openness to new ideas and more social orientation to others. So it is increasingly incumbent on us to lead with an informed view of the brain.

Sadness

Insecurity

Fear of
losing my job

Survivor syndrome

Cognitions

Performance

Turnover

Relief

Reactance

Emotions

Withdrawal

Optimism

Trust

Role behavior

Mental resignation

Well-being

Health, discomfort

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Stress symptoms

Behaviors

Breaking the
psychological contract

Anger and worry

Turn-over

An integrated approach to managing and leading change

We either grow or die. Darwin's concept 'survival of the fittest' not only applies to transmutation of species, but also to organizations adapting to evolving customer needs and market circumstances. Organizations most responsive to change will survive. The faster the world moves, the faster we need to change. To thrive in the current dynamic economic, political, and social climate, organizations must be able to adapt fast. Did you know that only a third of organizational transformations succeed in reaching their target?

What is emerging as the most significant reason for transformation project failure is a lack of adequate attention to the people-related aspects of organizational change. Effective transformation management involves much more than the mere application of processes, tools, and techniques.

Lead, follow, or get out of the way. Part of an organization's success is based on how well their leaders lead, and also how well their followers follow. What is the role of the follower and how does it affect leadership behavior and effectiveness? How can members of the executive team participate more effectively in creating a truly dynamic partnership relationship with their leader? The relationship between leader and follower is truly symbiotic – you can't have one without the other. Followers have a responsibility to speak up. And the organization has an equal obligation to create the environment for them to safely do so.

No matter how much partnership and empowerment there is, the CEO has ultimate authority and responsibility. And what about the responsibilities of the CEO's followers? The most capable team members fail when they gripe about their leader but do not say or do anything to help him or her improve or get back on track. Courage and skill are required.

The movement away from the command and control leadership has brought with it new leadership styles that are more democratic and coach-like. The terms "shared/collective/supportive leadership", and "servant leader" are used to describe some of these new ways of interacting. There are also new ways of interacting in the follower role. He new flatter business organization depends upon more responsible followers and more follower-friendly leaders.

Managing the boss

Ego-strength is a quality to be desired in a leader; however, it can be overly reinforced and transformed into ego-driven. The pressures at the top need to be managed. Courageous followers help leaders stay on track and manage their decision-making processes; they play a vital role in maintaining the desired partnering dynamics.

Many team members do some of these things quite naturally. Often they are hesitant to speak up when a leader makes mistakes, whether they are made from the best of

intentions or the worst. After all, "she's (or he's) the boss". Although we have grown beyond an authoritarian leadership model where followers have no accountability a model for responsible participation at the follower level for the new leadership styles still needs to evolve.

The old paradigm of the leader and follower is based on power. The leader has traditionally had the "power" to award perks, benefits, bonuses, choice assignments, promotions and the like. As a consequence, followers avoid jeopardizing their chances of obtaining these rewards. They tend to do what the leader wants and, just as importantly, not offend or create a negative impression of themselves. A relationship based on this kind of power does not serve the organization; neither the leader nor the follower because it shuts down the open flow of communication and candor a leader needs to optimize their effectiveness. After all, who will tell the emperor he has no clothes?

A relationship of equal power but different roles allows both the leader and follower to focus on the common purpose, and a new relationship between them arises. This new relationship is candid, respectful, supportive and challenging. It is a relationship that honors open communication, honesty and trust from both parties.

Many leaders bemoan the fact that they don't get full and candid information from their staff. Being aware of all the facts or data is crucial for effective decision-making. In many situations, followers are still reluctant to present negative information for fear of repercussions. In an environment where the focus of both leaders and followers is serving the purpose of the organization these problems are far less likely to occur. In such an environment, followers would give full voice to their concerns and instincts and leaders would welcome, value and pay attention to them.

What effective followers do

The sooner we recognize and accept our powerful position as followers, the sooner we can fully develop responsible, synergetic relationships in our organizations. There are three things we need to recognize in order to fully assume responsibility as followers:
Understand the power and how to use it. As followers, we have far more than we usually acknowledge. We must understand the sources of our power, whom we serve and the tools we have to achieve the organization's mission.
Appreciate the value of the leader and the contributions he or she makes to forward the organization's mission. We need to understand the pressures upon the leader that can wear down creativity, good humor and resolve. We can learn how to minimize these forces and contribute to bringing out the leader's strengths for the good of the team and the common purpose.
Work towards minimizing the pitfalls of power by helping the leader to remain on track for the long-term common good. We are all witness to how power can corrupt, and it takes courage and skill to speak up. Feedback to the leader is necessary for the new leadership styles to be effective.

Voicing your opinion

Part of the problem in following responsibly and courageously lies in the tendency for people to relate to authority figures as they would in a parent-child relationship. Early childhood memories are deeply embedded in the subconscious and trigger old patterns of behavior and emotion in a split second. These memories are often outside of our awareness, and it doesn't take much to trigger anger or anxiety when confronted by the boss.

The danger in the leader-follower relationship is the assumption that the leader's interpretation must dominate. Here is the risk: The leader's openness will diminish. Followers will easily lose their unique perspective and abandon healthy disagreement. Creativity and problem-solving processes become stifled.

It is a primary duty of effective leaders to create an environment where support and challenge flourish in a balanced manner. Though it may not be an easy task to speak up and challenge the leader, without the courage and skill to do so, corporate scandals will continue to occur. Creating an environment of partnership, as well as learning to provide candid feedback to the boss, are skills not often given high priority.

Leading change

In business, we typically talk about managing change, which ensures some degree of predictability and produces short-term results. In contrast, change leadership produces substantial change, e.g. new products or big shifts in ways of working. There is a fundamental difference between change management and change leadership beyond semantics.

Change management presents a set of tools, processes and mechanisms to move things along and to minimize disruptions; it ensures effectiveness and that you don't go over budget, training is delivered and executive sponsors are briefed. Basically, you keep control of what's happening.

Leading change means putting an engine to the entire change process to make it go faster and smarter. Change leadership is about communicating and instilling a sense of urgency, moving masses of people to make the transition happen, empowering people; daring to aspire big visions. Change leadership has the potential for things to get a little out of control, hence, the leaps of faith are bigger for everyone and highly skilled leaders are needed.

Leading change is a conscious act of energetic purpose which can be described as the directing, focusing, or shaping of energy towards a desired objective or outcome. Skillful leaders sense which type of energy is present in their organization and know how to use it to facilitate change, enable growth, and empower their teams to achieve the company's objectives. They also use knowledge to find the best opportunities to educate people, develop their commitment and promote their abilities further.

Personal change is at the root of change within an organization. Each individual contributes to the overall success of the change effort. As a leader, you are a role model setting the example for how an entire group of people should act. You delegate duties to your followers. One key characteristic of leaders is that they set high standards of accountability for themselves and for their behaviors. They assume that others are watching them and setting their own standards according to what they see.

Understanding the difference between managing and leading change
Understanding people will help you make the shift from managing to leading and organizational transition.

Inspired Talk: Finding an optimal solution

The SWOT analysis facilitates the identification of strengths, weaknesses, opportunities and threats of a transaction or enterprise. The model is based on a study by the Stanford University in the 1960's; the most successful US companies were analyzed. The findings were eye opening. The discrepancy between what organizations had planned for and what they actually had executed upon was 35%. The problem was not employees' skill-sets, but blurry target-setting. Many employees did not know why they did what they did. As a result of this study, scientists developed SWOT for employees or project members to better understand the undertaking.

Can you imagine where an organizational transformation ends up without clear goals and a vivid picture of the desired future state?

Applying SWOT analysis, it is important to not just fill in the blanks, but to also try to get to the bottom of the matter. How can we emphasize our strengths and counterbalance our weaknesses? How can we better utilize our opportunities and protect ourselves from threats?

The SWOT analysis is famous for its versatility. It can be used for business-related decision-making as well as for finding solutions to personal situations.

SWOT

Any internal asset (e.g. know-how, motivation, technology, finance, business links) that will help meet demands and fight off threats.

Key Questions:
What are we good at?
How are we doing competitively?
What are our resources?

Strengths

s**W**OT

Internal deficits hindering the organization in meeting demands.

Key Questions:
What are we doing poorly?
What annoys our clients the most?

Weaknesses

sw**O**T

Any external circumstance or trend that favors the demand for an organization specific competence.

Key Questions:
What changes in demand do you expect to see during the next few years?

Opportunities

swo**T**

Any external circumstance or trend that will decrease the demand for the organization competence.

Key Questions:
What do other people/companions do that we do not do?
What future changes will affect our organization?

Threats

Ready for change?

The outcomes and findings of your SWOT analysis can serve as a basis to assess the change readiness of your organization. For change to work, the discontent with reality must be greater than your tolerance of it. Spark and develop the absolutely essential sense of urgency. Urgency can be described as a combination of thoughts, feelings, and behaviors. Be determined to make the change happen and to turn it into a success. Without your endorsement, energizing and commitment to transform the organization, complacency will prevail.

Gleicher's change readiness formula **D x V x D > R** illustrates which factors must be in place for organizational change to occur:

D = Dissatisfaction with the status quo (pain message)
V = Clear, compelling, vivid vision of an inspiring future state
F = Practical first specific steps, strategies or action plans towards the vision that can close the gap.

If the product is greater than
R = Resistance (or perceived costs of change, personal and organizational), then change is possible.

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What it is
It is nonsense
Says reason
It is what it is
Says love

It is misfortune
Says calculation
It is nothing but pain
Says fear
It is hopeless
Says insight
It is what it is
Says love

It is ridiculous
Says pride
It is careless
Says caution
It is impossible
Says experience
It is what it is
Says love

Erich Fried, Austrian poet and writer (1921 – 1988); translation by M. Kaldenbach

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Implementing change with the brain in mind

During times of organizational transition, productivity – the measure of efficiency of production – tends to decline. Leadership Energy empowers you to get things done and to make decisions as well as to empower others. You need to follow a process and be prepared to apply what is known from neuroscience.

Whenever organizations need to adjust to shifting conditions, pain is ever present and negativity prevails. Some of the most common errors when transforming an organization are:

1. Allowing too much complacency
2. Failing to create a sufficiently powerful guiding team
3. Underestimating the power of vision
4. Under-communicating the vision
5. Permitting obstacles to block the new vision
6. Failing to create short term wins
7. Declaring victory too soon
8. Neglecting to anchor changes firmly in the corporate culture.

There are a gazillion things to plan and consider when implementing organizational change. It is hard work to build the proper foundation, however, it will increase the chances of success. Be patient and do not expect too many results too soon; otherwise your change effort might fail. John Kotter, renowned change management expert and Emeritus from Harvard, developed an "Eight Step Change Process" based on his experience working in change projects of large organizations. The eight steps provide a framework for planning crucial actions and deliverables and transparency on critical decisions. Kotter writes, "There are still more mistakes that people make, but these eight are the big ones. In reality, even successful change efforts are messy and full of surprises."

Understanding how the brain functions is imperative for leading. Here are Kotter's eight steps for successfully implementing change from this 'brainy' perspective:

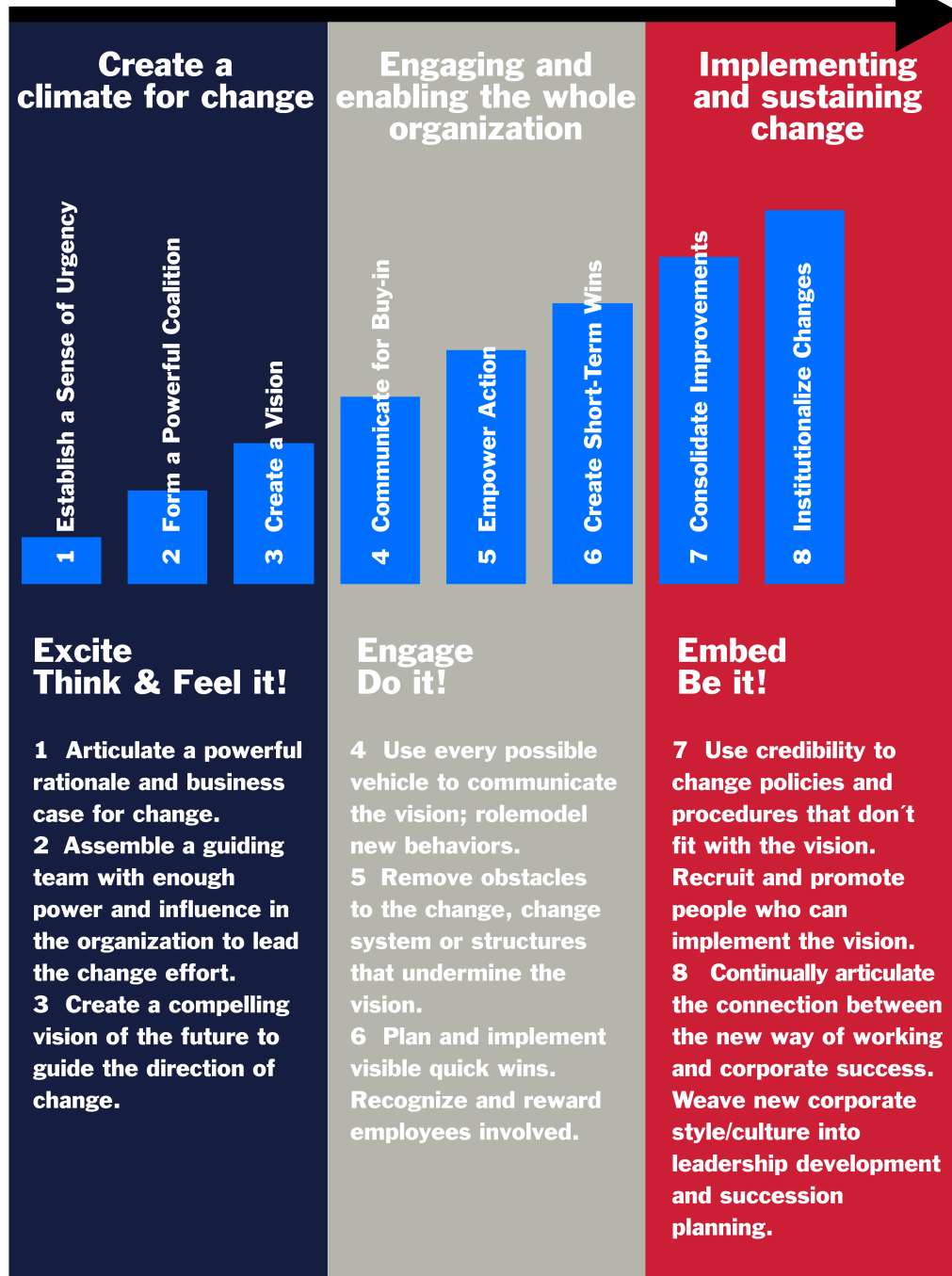### 1. Establish and Nurture a Sense of Urgency
Articulate a powerful rationale and business case for change.
The enemy of urgency is complacency. Unfortunately, it also happens to be the default state of the human brain. Functions like short and long-term memory systems work to keep our world under control, preferring to be safe rather than sorry. The limbic system reacts very quickly to put us on high alert whenever a 'perceived' danger grows near. The brain prefers what's familiar and resists the unknown. This makes change difficult on a personal as well as an organizational level.

Many change initiatives fail because they lack or lose a sense of urgency after the first few victories. Leaders must be aware of how the brain functions in order to work with it

rather than against it. Without further stimulation, the human brain reverts to the status quo. Thus, permanent activation is in high demand, e.g. leading with excitement, inspiration, and vision, discovering the strengths of teams and team members, sharing honest feedback, taking risks, or making the fear visible. These are the means to get people out of their inertia and to spark the initial badly needed motivation for change.

Eight Steps for Implementing Change

Create a climate for change

Engaging and enabling the whole organization

Implementing and sustaining change

1 Establish a Sense of Urgency
2 Form a Powerful Coalition
3 Create a Vision
4 Communicate for Buy-in
5 Empower Action
6 Create Short-Term Wins
7 Consolidate Improvements
8 Institutionalize Changes

Excite
Think & Feel it!

1 Articulate a powerful rationale and business case for change.
2 Assemble a guiding team with enough power and influence in the organization to lead the change effort.
3 Create a compelling vision of the future to guide the direction of change.

Engage
Do it!

4 Use every possible vehicle to communicate the vision; rolemodel new behaviors.
5 Remove obstacles to the change, change system or structures that undermine the vision.
6 Plan and implement visible quick wins. Recognize and reward employees involved.

Embed
Be it!

7 Use credibility to change policies and procedures that don´t fit with the vision. Recruit and promote people who can implement the vision.
8 Continually articulate the connection between the new way of working and corporate success. Weave new corporate style/culture into leadership development and succession planning.

2. Form a Powerful Coalition

Assemble a guiding team with enough power and influence in the organization to lead the change effort.

Each of our brains is unique. In one single brain, information is stored in fragments throughout the brain. For instance, when we remember a word, letters and vowels are stored in different places; even the sentence construction could potentially be stored in a separate region. Our brains are all different, which in a sense implies our unique talents. Thus, the synergistic value of collaboration is best reaches through diversity. Managing diversity then means managing individuality. Sounds like quite a challenge, huh?!

When a change coalition is assembled, functional expertise is often the dominant criterion. However, neuroscience suggests to also consider personal style differences. The most efficient teams combine members with a balanced mix of functions and behavioral preferences. This allows for the optimum potential for team members to become a cohesive and collaborative unit.

3. Create a Vision

Create a compelling vision of the future to guide the direction of change.

Do you like being armed with facts, and using logic to sway others? Do you figure that by piling on the data and using reason to explain your side of the situation, you can construct a solution that is simply irrefutable – and get the other party to say yes? Face it – you are doomed to fail, because decision-making isn't logical, it's emotional.

A few years ago, neuroscientist Antonio Damasio made a groundbreaking discovery. He studied people with damage in the part of the brain where emotions are generated. He found that they seemed normal, except that they were not able to feel emotions. They all had something peculiar in common: they couldn't make decisions. They could describe what they should be doing in logical terms, yet they found it very difficult to make even simple decisions (e.g. what to eat).

At the point of decision, emotions are very important for choosing. Even with what we believe are logical decisions, the very point of choice is arguably always based on emotion.

This finding has enormous implications for leading change. What a leader needs to do is create a vision to bring about discovery and decision on everybody's part. Eventually everyone will make the decision because they want to. You don't tell your staff what to think or what's best. You help them discover for themselves what feels right and best and most advantageous to them. Their ultimate decision is based on self-interest; that's emotional: "I want this. This is good for me."

Because the brain is designed for social interaction, it is susceptible to influence. Emotions are contagious. With the discovery of mirror neurons, we understand more

about the mechanism behind how good leaders lead: They inspire. To lead something as complex as change, a clear, powerful, and emotional vision must be established.

A good vision provides clarity; a great vision inspiration. This is probably one of the most important lessons learned from the new understanding of the brain. Our emotions brain is much larger than our logical one. Hence, people do not change for a logical reason (if anything, the logical part of our brain tells us we should not change). People change for an emotional reason. Therefore, a vision like "... to become the number one player in the industry ...." will probably not move people to embrace change.

Here are three cool examples:

Starbucks
Starbucks' vision is "A Third Home", designed to guide staff to create the warmth and comfort of a home environment for customers.

Apple
In the 1980's Steve Jobs' famous quote was the Apple company vision statement: "Man is the creator of change in this world. As such he should be above systems and sturcutres, and not subordinate to them'"

Recently, the following statement by Tim Cook, CEO of Apple Computer, that can be considered as Apple's vision was reported on CNN Money.com: "We believe that we are on the face of earth to make great products and that's not changing. We are constantly focusing on innovating. We believe in the simple not in the complex. We believe that we need to own and control the primary technologies behind the products that we make, and participate only in markets where we can make a significant contribution. We believe in saying no to thousands of projects, so that we can really focus on the few that are truly important and meaningful to us. We believe in deep collaboration and cross-pollination of our groups, which allow us to innovate in a way that others cannot. And frankly, we don't settle for anything less than excellence in every group in the company, and we have the self-honesty to admit when we're wrong and the courage to change. And I think regardless of who is in what job those values are so embedded in this company that Apple will do extremely well."

PepsiCo
And how does the vision of PepsiCo (quoted from PepsiCo.com) feel to you? "PepsiCo's responsibility is to continually improve all aspects of the world in which we operate – environment, social, economic – creating a better tomorrow than today. Our vision is put into action through programs and a focus on environmental stewardship, activities to benefit society, and a commitment to build shareholder value by making PepsiCo a truly sustainable company."

It is important to be emotional, to the point and inspirational. A great vision will give people a sense of accomplishment, a sense of autonomy and ownership, and a sense of

pride; it should be measured on a hair-raising index. Research suggests that predicting emotions is an important component of decision-making, in addition to cognitive processes. How we feel about an outcome may override purely cognitive rationales.

4. Communicate for Buy-in
Use every possible vehicle to communicate the vision; role-model new behavior.
What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications within the company, so communicate it frequently and powerfully, and embed it within everything that you do. Do not just call special meetings to communicate your vision. Instead, talk about it every chance you get. Use the vision daily to make decisions and solve problems. When you keep it fresh on everyone's minds, they will remember and respond to it.

It is also important to "walk the talk". What you do is more trustworthy than what you say. Demonstrate the kind of behavior that you want from others. Our brain is a limited resource. This is especially true for our 'executive brain' (i.e. the prefrontal cortex). We simply cannot remember everything. Actually, we probably remember closer to 'nothing' than we do 'everything'. So, what do we do? We guess. Our memories work in a way analogous to a detective at work. It investigates the scene, gathering clues that remain, and then it tries its best to reconstruct the event during recall. Because of such limitation we have a tendency to delete, distort, and generalize information.

Primarily, when communicating, the objective is met when the message is received; not when it is delivered. Yet, many organizations communicate based on the delivery. This is a tough challenge, especially for the always social and always distracted brains. For instance, or announcements and important information many organizations gather people together into a big room. Then, the organizer proceeds and communicates the message to this large audience. After the message is delivered, people are left to go, with leaders hoping that all is understood.

Smart leaders include a farewell ritual in the early stages of the organizational change process. By acknowledging contributions and skills, they prepare the ground that they will build upon. Employees gain clarity about their strengths and what is required of them in the stretching zone. Connecting new information to the existing context helps staff make the leap of faith more easily.

Leaders sometimes end with a closed question, asking "Do you understand?" and the answer is almost always "Yes". The audience is not lying; their brains do understand. Just not in the same way the leader (another brain) had intended. Practical stages are required, e.g. asking audience members to relate the key message they understood or to have a short 'context' or 'objective' sentence at the beginning and the end to help remind the audience's busy and distracted brain the purpose of the communication.

5. Empower Action

Remove obstacles to the change, change system or structures that undermined the vision.

Among the five elements of David Rock's SCARF model® of social threats and rewards, autonomy is the reason people leave secure positions to set up their own businesses. Autonomy provides a sense of ownership, adventure, pride, and independence. Because the human brain craves autonomy, bold transformation can take place only when the organization harvests 'collective power'. This occurs when group members feel empowered to contribute toward particular change.

In his book "From Good to Great", Jim Collins says that the sustainable organization successfully creates a massive "Fly wheel' within its core and that a leader's job is: 1) to create a clear and compelling vision and 2) to empower people to move towards that vision. The leader does not dictate the way. The human brain not only loves choice and autonomy, but it also loves social interactions. Get as many people involved as possible by stimulating their personal commitment, curiosity, and a sense of social engagement.

Change is all about momentum, which goes against the brain's natural state of complacency. The prefrontal cortex uses a lot of energy and would prefer to keep as much reserve energy as possible (just in case that tiger happens to leap from around the corner). Thus, whatever can be done without thinking gets filed into the brain's low-energy compartment. Have you ever taken a shower and suddenly couldn't remember if you had already washed your face? Or found yourself driving home when you had intended to buy groceries at the other end of town? That is your brain busy at work without your conscious awareness.

6. Create Short-Term Wins

Plan and implement visible quick wins. Recognize and reward employees involved.

Conquering a goal gives a big boost to our sense of accomplishment. A short-term win gives incredible power to move forward. The first step is the hardest. Divide the route from base camp to summit into small steps. All the way until you get to the top.

When dealing with change, be it a major organizational transformation or a minor personal goal, make sure to establish a quick win. As the name implies, these wins must be quick and they must be consistent. The brain is less equipped to handle a goal long into the future. For leaders driving change, it is important to utilize the brain's social and imitative nature and to make the short-term wins as widely and publicly known as possible. This will prompt others to follow and help to generate other quick and consistent wins.

7. Consolidate Improvements

Use credibility to change policies and procedures that don't fit with the vision. Recruit and promote people who can implement the vision.

The brain likes to work in the most energy-efficient mode possible. It is also easily distracted. After a great effort towards change, even with a short-term win, it is likely the team will feel collectively exhausted. Their brains will tend to revert to what is familiar. Letting up at this point might see the entire operation fail.

An organization that finds its staff busy in meetings and running errands all the time has lost its purpose. Kotter calls this a 'false sense of urgency'. Unfortunately, the brain is comfortable in this mode. The brain can get 'tunnel-vision' and forget its primary goal. It is analogous to a train that, once heading down the wrong track, finds it difficult to turn around and move in a different direction.

8. Institutionalizing Changes

Continually articulate the connection between the new way of working and corporate success. Weave new corporate style/culture into leadership development and succession planning.

It is vital to keep the brain fit. This means getting enough sleep, reducing stress, challenging the prefrontal cortex in the morning with prioritization, problem-solving, and strategic planning. It also means getting some rest in the afternoon during the nap zone. Temporary complacency can benefit greatly from a strong support system. This means a personal trainer if you are attempting to exercise; and editor if you are writing a book, a program manager if you are running projects, and a coach if you are perfecting your leadership competencies.

In organizations, people are the brain, the structure is the body. Change occurs for the brain first, then it alters the body, not the other way around. Change cannot be really led by others; much like our brains cannot be governed by others. Therefore, the job of change leaders is to set up the right conditions to change hearts and minds of individuals, draw on collective power of people acting autonomously, and to motivate and inspire team members. Through an insightful and conscious experience, people may discover their own unique strengths and be animated to develop them.
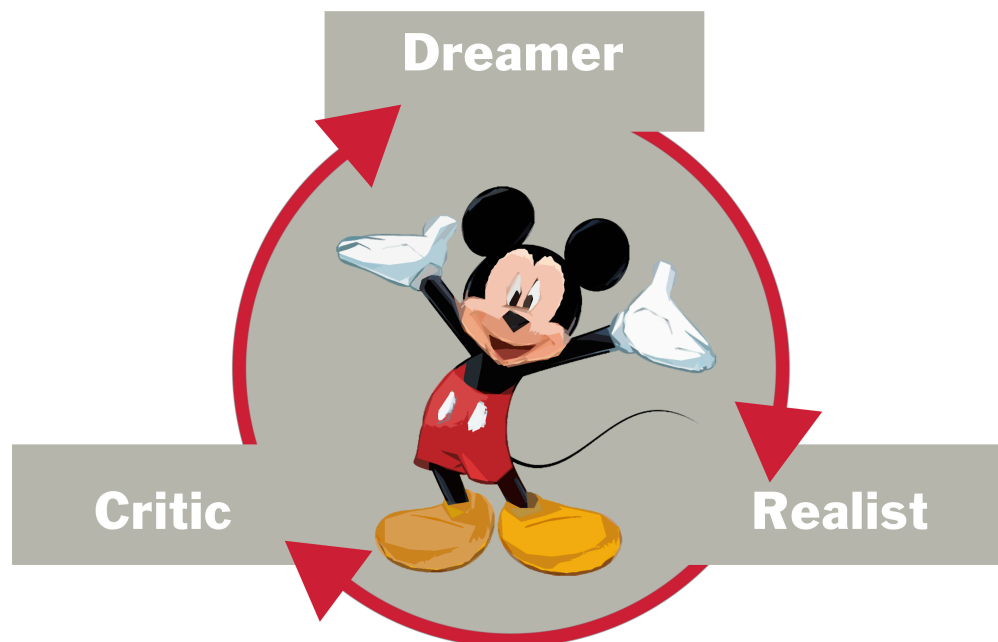
Inspired Talk:
Refining personal and corporate goals (the Walt Disney cycle)

Walt Disney has been known as one of the most outstanding and most successful business leaders of the 20th century. Like Bill Gates, the founder of Microsoft, he has not only influenced our way of processing information; he has also changed the way we tend to perceive reality. The wisdom of his almost unlimited creativity has been molded into a model that can e applied to any personal and organizational planning effort. It also helps in the transformation of an idea to a plan.

The model is based on the idea that any planning process can be separated into three stages: the dreamer, the realist and the critic. The dreamer is the part in any person that is able to creatively develop new ideas, whether they are realistic or not. Without the dreamer, there would be no innovation. The realist is the actual planner, or the technocrat. He knows all procedures and is able to make a detailed plan out of a dream. The critic looks for what could go wrong with the plan and cares about risks. He provides input for new dreams.

The Circle of Creativity can be used for refining personal as well as corporate goals. The questions remain the same; they only shift in their focus. It is a model for effective and creative development of personal and professional plans.

Phase 1: Dreamer – What do we want to do?

The attitude of the dreamer is: "Anything is possible." In this phase of the planning, it is not necessary to look for the feasibility of the goal, neither do you need to look for constraints.

⇒ What do you want to do? The goal is to ….
⇒ Why do you want to do it? The purpose is to …
⇒ What are the benefits? The beneficial effects of this will be …
⇒ How will you know that you have achieved the benefits? Evidence of the benefit will be …
⇒ When can you expect to get them? The benefits can be expected when …
⇒ Where do you want this idea get you in the future? This idea will lead to …

Phase 2: Realist – How do we want to do it?

The attitude of the realist is: "As if the dream was realizable." In this phase of planning, don't look for constraints.

⇒ When will the overall goal be completed? The overall timeframe for reaching the goal is …
⇒ Who will be involved (assign responsibility and secure commitment from people who will carry out the plan)? The chief actors are …
⇒ How – specifically – will the idea be implemented? The first step will be … . The second step will be … . The third step will be … .
⇒ What will provide ongoing feedback to show whether you are moving toward or away from the goal? An effective source for ongoing feedback will be …
⇒ How will you know that the goal has been achieved? We will know that the goal has been reached when …

Phase 3: Critic – What could go wrong?

The attitude of the critic is to consider: "What problems might occur, and how do we deal with them?"

⇒ Who will this new idea affect and who will make or break the effectiveness of the idea? The people most affected by this plan are …
⇒ What are their needs? Their needs are …
⇒ Why might someone object to this plan or idea? Someone might object to this plan if …
⇒ What positive gains are there in the present way(s) of doing things? The present way of doing thing has these positive effects …
⇒ How can you keep those things when you implement the new idea? These positive gains will be preserved by …
⇒ When and where would you NOT want to implement the new idea? We would not want to implement the new idea if …
⇒ What is currently needed or missing from the plan? Currently needed or missing from the plan is …

Phase 4: Going through the circle of creativity again

From each of the three perspectives, what is a "How" question you could ask in relation to what is needed or missing? For example, the critic may have formulated: "We do not have enough information to know whether the achievement of the plan is realistic."

⇒ Dreamer: How can we get the information we need?
  We can get the information by …
⇒ Realist: How would we specifically go about doing this? We would need to …
⇒ Critic: How will we know if we have enough information? We will know by …

You might go through the circle several times, until you are satisfied with the results. Usually, by doing several rounds, the original goal gets broken down into realizable steps. If your strongest critics say "Go for it!", then you know that your plan has a real chance.

Why emotional engagement is important

What does your organization need from employees to be successful and what does it offer in return? Numerous studies have concluded that for people with satisfactory salaries, some nonfinancial motivators are more effective than extra cash in building long-term employee engagement in most sectors, job functions, and business contexts. Many financial rewards mainly generate short-term boosts of energy, which can have damaging unintended consequences. The critical economic situation, with its imperative to reduce costs and to balance short- and long-term performance effectively, gives business leaders a great opportunity to reassess the combination of financial and nonfinancial incentives that will serve their companies best.

The term motivation in organizations is often times used in conjunction with commitment, engagement and identification with the organization. Human beings are motivated from birth. Environmental and social conditions determine the extent to which an individual displays his/her full engagement and potential.

Companies around the world are cutting back their financial-incentive programs, but few have used other ways of inspiring talent. Human social behavior and motivation is influenced by lay-offs, restructuring programs, and income cuts regardless of the economic situation of the company. Feelings of injustice, unfairness, threatened status, isolation and heightened uncertainty prevail that result in an avoidance reaction.

Emotionally engaged employees are typically satisfied with their jobs. On the contrary, an employee can be satisfied with his/her job without being emotionally engaged. This can, for instance, be the case when the job is not fulfilling, however, leaves a lot of time and space for personal activities such as phone calls and internet research during work hours. This shows that the business ratio "emotional engagement" provides clear information on the productivity level of staff.

The respondents of a McKinsey survey view three noncash motivators – praise from immediate managers, leadership attention (for example, one-on-one conversations), and a chance to lead projects or task forces – as no less or even more effective motivators than the three highest-rated financial incentives: cash bonuses, increased base pay, and stock or stock options. The survey's top three nonfinancial motivators play critical roles in making employees feel that their companies value them, take their well-being seriously, and strive to create opportunities for career growth.

Why haven't many organizations made more use of the cost-effective nonfinancial motivators at a time when cash is hard to find? One reason may be that many executives hesitate to challenge the traditional managerial wisdom: money is what really counts. While executives themselves may be equally influenced by other things, they still think that bonuses are the dominant incentive for most people. Another reason is probably that nonfinancial ways motivate people, on the whole, require more time and commitment from senior managers. Which side are you on?

Motivating beyond money

A company shows multiple similarities with the human brain: In both instances, a meager output of ideas reveals a lack of curiosity, engagement, motivation and zero desire to create and develop. Understanding how the brain, the most important "organ" in the human body functions is integral to ensuring a more efficient organization.

Two themes are emerging from social neuroscience:
1. Much of our motivation driving social behavior is governed by an overarching organizing principle of minimizing threat and maximizing reward (Gordon, 2000).
2. Several domains of social experience draw upon the same brain networks to maximize reward and minimize threat as the brain networks used for primary survival needs (Liebermann and Eisenberger, 2008). Social needs are treated in the same way in the brain as the need for food and water.

In the early 1950s, Peter Milner and James Olds conducted an experiment in which rats had electrodes in their brains, so the brain could be locally stimulated at any time. Sometimes the rats would become so involved with the electrical self-stimulation that apparently provided a reward that they would forget about food and water, stopping only after collapsing from exhaustion. Researchers were able to identify the most effective sites for self-stimulation in the different regions of the brain: the mesocortolimbic dopamine system. Dopamine plays an important role in addiction of drugs like heroin, nicotine and cocaine.

The neurological reward system is a complex structure that comprises multiple brain areas. The most important ones are the "Nucleus Accumbens" part of the limbic system that is responsible for emotions, the ventral tegmental mesencephalon and the prefrontal region of the cerebral cortex.

Performance and motivation originate in the reward system. The neurobiological reward system is different from other brain regions in the sense that even through continuous stimulation no habituation occurs. Please note that there is a difference between the neurological reward system and the reward/incentive schemes that executives and HR functions like to talk about.

If corporate reward schemes are connected with achieving certain goals regarding volume of sales or revenue, habituation becomes common. Once performance is only provided because of certain incentives, a spiral is created that works according to the "more of the same" principle.

Of course, cash bonuses, increased base pay, and stock or stock options mobilize the neurological reward system; they work most effectively though, when they are not announced in advance and are not expected by the recipient. In all other instances, the outlook and the provision of incentives work as antagonists to the reward system.
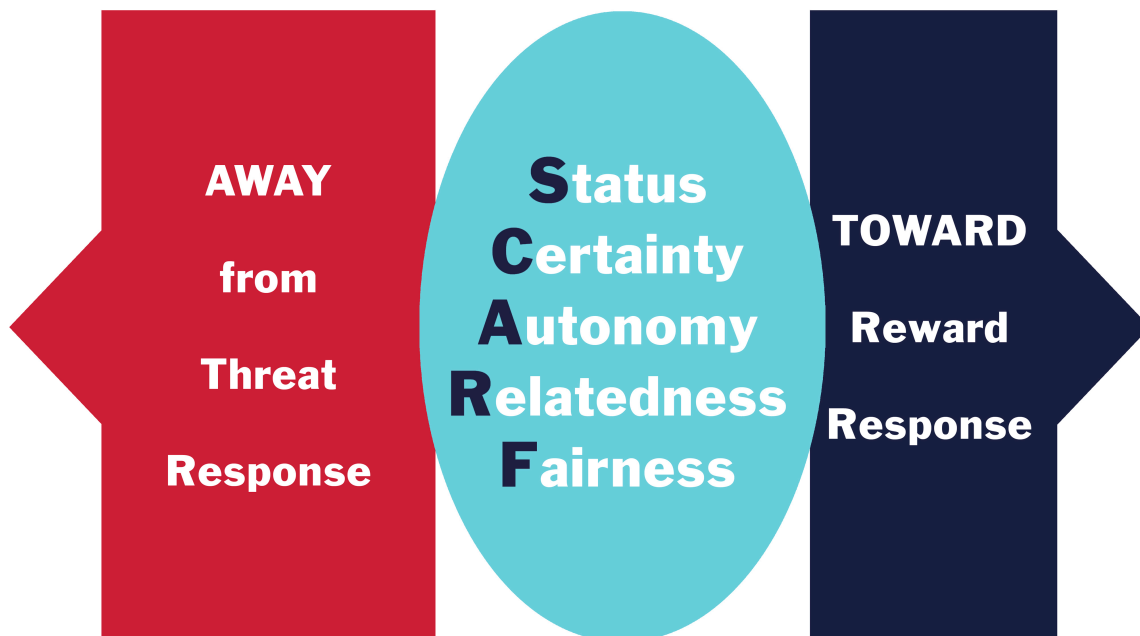
When the reward system is active, individuals feel comfortable and content; something we wish to last forever. However, this state of mind cannot be created without any effort. This is exactly the purpose of the reward system. If human beings felt like "on cloud nine" all the time, there wouldn't be any stimulus for any activity. We would lose interest with ourselves and our environment – just like the test rats.

A positive corporate culture that reflects an atmosphere of exuberant discovery can strengthen the connectivity between staff. Transparency and clear definitions of roles and responsibilities support understanding of the corporate world. In order to honor the existing a high standard of fairness and transparency is required. Development and growth are supported by adequate leadership behavior that fosters self-realization and productivity; also adequate remuneration (Rock & Page, 2009).

SCARF®: A model for collaborating with and influencing others

David Rock's SCARF® model captures the common factors that can activate a reward or threat response in social situations. Rock's acronym stands for Status, Certainty, Autonomy, Relatedness and Fairness; based on the neurological needs, Rock develops five domains of social experience within which we regularly encounter threats and rewards that trigger responses in the brain similar to those triggered by physical threats, such as pain and hunger, and physical rewards, such as relief and satiation.

Status is about relative importance to others. Certainty concerns being able to predict the future. Autonomy provides a sense of control over events. Relatedness (through trust) is a sense of safety with others. And fairness is a perception of fair exchanges between people (Rock, 2009).

Although a job is often regarded as a purely economic transaction, in which people exchange their labor for financial compensation, the brain experiences the workplace first and foremost as a social system. People who feel betrayed or unrecognized at work – for example when they are reprimanded, given an assignment that seems unworthy, or told to take a pay cut – experience it as neural impulse, as powerful and painful as a blow to the head. Most people who work in companies learn to rationalize or temper their reactions. But they also limit their commitment and engagement. They become purely transactional employees, reluctant to give more of themselves to the company, because the social context stands in their way.

Leaders who understand this dynamic can more effectively engage their employees' best talents, support collaborative teams, and create an environment that fosters productive change. Indeed, the ability to intentionally address the social brain in the service of optimal performance will be a distinguishing leadership capability in the years ahead.

Attitude matters

Our attitude is like a pair of glasses that colors our perception of the world. Some of the great philosophers state that there is no such thing as truth, because we all have a slightly different perception of it. So how can there be an unbiased reality? Ultimately, there is no world at all, just our interpretation of it. Think of Descartes' famous quote "I think, therefore I am."

Our view of the world is limited by our perception of it. Our experiences, education and personality shape our attitude to everything around us. Depending on how we perceive the world, we will interpret and react differently to situations than someone who has a different view. Our colored glasses (our attitude) will affect how we think, how we behave and even how we feel.
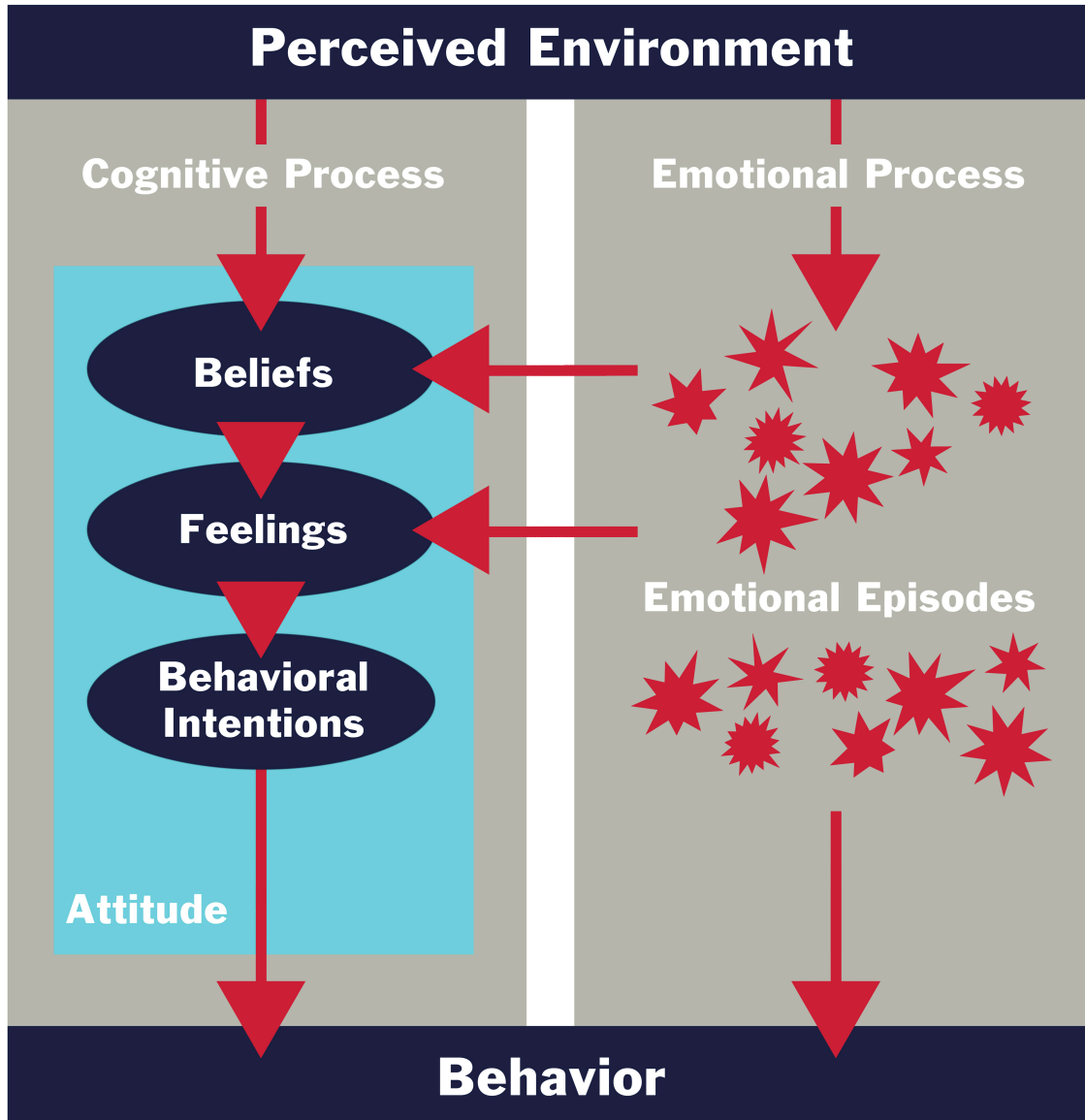
Understanding the interplay of thoughts, feelings and actions, i.e. enhancing our self-awareness is important as it leads to discovering our own wealth of resources and power, and to helping others unleash their potential. Aware of the consequences of our actions, behaviors and thoughts, we can reduce drama in our lives, actively manage our energy, and consciously engage others.

Emotions motivate actions

Emotions are psychological, behavioral, and physiological episodes experienced toward an object, person, or event that create a state of readiness. Most emotions occur without our awareness. We typically pay attention to our emotions while thinking through what we like or dislike. Cognitive and emotional processes don't always agree with each other, which might cause some dissonance and feeling of discomfort. Emotions also directly affect behavior.

We are not victims to emotional cues and triggers. We can use reason to evaluate our emotions, interpret them, and even reassess our initial reaction to them. We can soften their impact or shift their meaning. In other words, we can control our own emotions as well as the effect that other people's emotions have on us. The ability to detect, assess, and control one's emotions is one of the predictors of success in relating to others. So, somewhat paradoxically, connecting with others depends on developing a deep understanding of ourselves – what triggers our strongest emotions, and how the emotions show impact on others.

Successful companies actively create more positive than negative emotional episodes. The emotions-attitudes-behavior model illustrates that attitudes are shaped by ongoing emotional experiences. Positive emotions, such as joy, gratitude, serenity, hope, interest, amusement, inspiration, awe, friendship can support working relationships and effective behavior in the workplace.

Perceived Environment

Cognitive Process — Emotional Process

Beliefs

Feelings

Behavioral Intentions

Attitude

Emotional Episodes

Behavior

Positive emotions for optimal organizational functioning

Feeling good is far more important than many people suspect. Experiencing positive emotions – like joy, gratitude, hope or peace – is a sign that a person is, at that moment, not experiencing fear, anger or sadness. Positive emotions do much more than merely signal well-being. Positive emotions also improve coping and produce well-being. They do so not just in the present, pleasant moment, but over the long-term as well. Positive emotions can also have profound social and organizational repercussions.

The benefits of positive emotions do not end with changes within individuals. Because one individual's experience of positive emotion can reverberate through other organizational members and across interpersonal transactions with clients, positive emotions may fuel optimal organizational functioning, helping organizations to thrive and prosper. Take the example of helpful or compassionate actions. People are more likely to help others when feeling positive emotions. But good deeds not only spring from

positive emotions, they also produce them. Those receiving good deeds feel grateful, those witnessing good deeds feel elevated, and those doing good deeds feel pride. Each of these very different positive emotions function to increase the likelihood of further compassionate acts, creating a chain of increasing organizational impact.

Positive emotions produce organizational transformation because each person's emotions echo through other organizational members. To some extent, this is because emotions are contagious. One person's expression of positive emotion, through processes of facial mimicry, can produce experiences of positive emotion in those with whom they interact. Perhaps because they communicate to a broad range of individuals, organizational leaders' positive emotions are especially contagious. A leader's positive emotions can predict the performance of their entire group.

In our fast-paced world, the pursuit of meaningful positive emotions is still not fully accepted. However, positive emotions are not trivial luxuries. They are critical necessities for optimal functioning, especially in these demanding times. The bottom line is that finding ways to cultivate meaningful positive emotions in our organizations is an investment in us and our employees' development as well as in the organization's future.
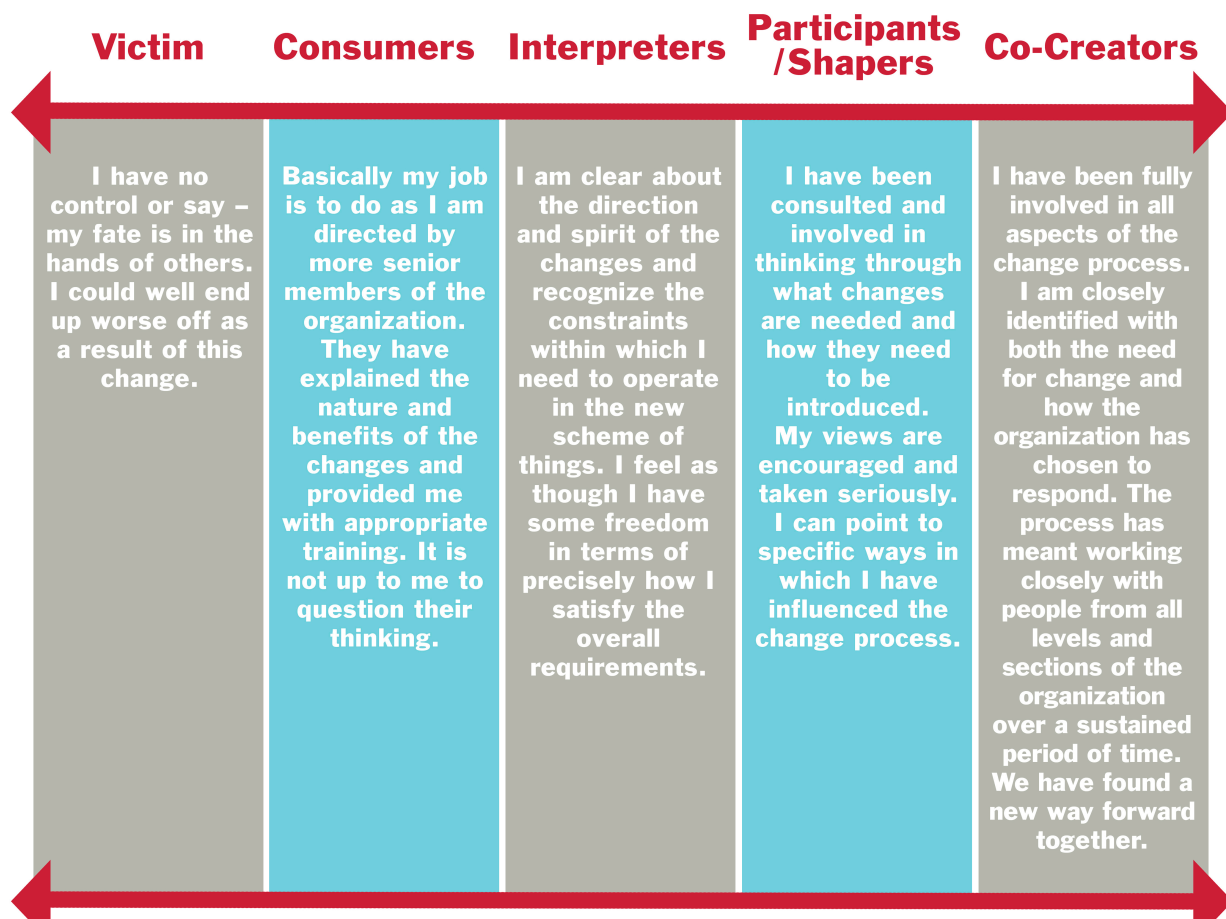
Reactions to change

Change is a natural and vital process, and resistance to change is also normal. People's reactions can be unpredictable and irrational. As a leader, you should expect to encounter resistance and develop the skills to deal with it. The worst time to encounter resistance is during transition to the new solution. This is usually a busy, critical, high-risk period when the last thing you need is a lack of cooperation from your team. So how can you handle resistance and keep disruption to a minimum?

Levels of resistance

"Too many managers treat employees like children – and then are surprised when they behave like children. Successful business leaders share a bone-deep belief in the intelligence, creativity, and ability of the people they employ." Tom Peters, author "In search of excellence"

This quote gives us a clue as to how we can improve our change efforts with our teams, clients and communities. We have all had experience of change – and we can feel a variety of responses to that change:

Victim	Consumers	Interpreters	Participants /Shapers	Co-Creators
I have no control or say – my fate is in the hands of others. I could well end up worse off as a result of this change.	Basically my job is to do as I am directed by more senior members of the organization. They have explained the nature and benefits of the changes and provided me with appropriate training. It is not up to me to question their thinking.	I am clear about the direction and spirit of the changes and recognize the constraints within which I need to operate in the new scheme of things. I feel as though I have some freedom in terms of precisely how I satisfy the overall requirements.	I have been consulted and involved in thinking through what changes are needed and how they need to be introduced. My views are encouraged and taken seriously. I can point to specific ways in which I have influenced the change process.	I have been fully involved in all aspects of the change process. I am closely identified with both the need for change and how the organization has chosen to respond. The process has meant working closely with people from all levels and sections of the organization over a sustained period of time. We have found a new way forward together.

The closer we feel to the left of this continuum, the more we are likely to experience "resistance" and then to adopt a passive-aggressive pattern of behavior and negative energy which may last for decades after the change has taken place. One of the most difficult things we face is handling the anxiety, fear and resistance of employees to a change that does not feel like their own (and may be experienced as negative or imposed).

Most people are somewhat confrontation-averse. We are inclined, when facing a problem or resistance, to solve it, rather than simply listen, acknowledge and empathize with the person expressing it – and even less likely to actually act to extend emotions and reactions in order to use the intelligence contained within them.

You cannot avoid resistance; it is natural and inevitable to anything perceived as 'imposed'. By reacting positively to resistance, and seeing it as a useful ingredient in a change process (not something to be overcome), you can improve your change implementation and keep the creative, adult and inclusive culture alive.

Many people hide their negative feelings toward change, believing it is not wise to be openly critical of their boss and their new ideas. Others will not even be aware of their own resistance, although it surfaces sub-consciously in their behavior. Recognizing people's position on the new situation therefore requires skills that go beyond just listening to what they have to say. So how do you identify a lack of cooperation that isn't openly communicated?

When managing resistance to change, it is a leader's job to acknowledge people's fears and emotions and nut just bulldoze their way through so they can move ahead and achieve their goals.

The understanding of what change can do to you, to your organization and society is mission-critical. Create and exhibit some hyper-alertness on important issues and the impetus to keep going. Senior leadership can ignite a transformation, and also folks on lower levels can bring up ideas and spot opportunities (be prepared to listen to them). Encountering resistance puts us in an endurance test. Understanding and recognizing where the resistance comes from helps us respond appropriately.

By approaching resistance with a curious, tolerant and open mind, you not only build healthy relationships with your employees, you also enhance the quality and implementation of the organization's change strategy at the same time. It is a true win-win-situation.

Success factors for managing change

A McKinsey study examined the effect of an Organizational Change Management program on a project's return on investment. The study shows the ROI was
- 143% when an excellent organizational change management program was part of the initiative (i.e. for every dollar or euro spent the company gains 43 cents);
- 35% when there was a poor change program or no program at all (i.e. for every dollar or euro spent the company loses 65 cents).

The 11 most unsuccessful companies in the McKinsey study had poor change management, which showed up as the following:
- Lack of commitment and follow through by senior executives
- Defective project management skills among middle managers
- Lack of training of and confusion among frontline employees.

The 11 most successful companies in the study had excellent change management programs:
- Senior and middle managers and frontline employees were all involved
- Everyone's responsibility was clear
- Reasons for the project were understood and accepted throughout the organization.

There are three vital human factors in change projects that decide about their ROI (developed by prosci.com):
1. Speed of adoption – how quickly employees begin to use the new process, system, technology or tools the change introduces
2. Ultimate utilization – how many employees are engaged and practice the 'new way of doing things'
3. Proficiency – how effective employees are when they implement change.

How motivated are you to lead?

Motivation is often defined as a need or drive that energizes behavior toward a goal. Within each person is the often untapped potential for energy and enthusiasm that produces the high performance critical to a successful project. The first and most basic prerequisite for leadership is the desire to lead. Effective leaders are able to release individual's potential energy and build teams that are motivated and ready to take on the next task at hand.

Many people accept management positions because it seems the next logical promotional step for them. The bottom line is, if your heart isn't in it, you will never master a leadership role. Becoming an effective leader takes hard work. If you are not prepared to work hard at developing your leadership skills or if, deep down, you are really not sure whether you want to lead or not, you will struggle.

First motivate yourself

Motivation is the force that keeps pushing us to go on; it is our internal drive to achieve, produce, develop, and keep moving forward. It is a fundamental function for reaching our goals, achieving our dreams, and succeeding. Motivation is complex and linked to our level of initiative in setting challenging goals; our belief that we have the skills and abilities needed to achieve those goals; and our expectation that if we put in enough hard work, we will be able to make it.

The starting point to leading and motivating others is you. You can motivate yourself by
Striving toward excellence
Throwing your whole heart into doing your job in an excellent fashion
Continually looking for ways to help others to improve their lives and achieve their goals
Becoming the kind of person others want to get behind and support in every way.

Your main job is to take complete control of your personal evolution and become a leader in every area of your life. You could ask for nothing more and you should settle for nothing less. These ingredients help build strong and sustainable levels of leading yourself:

A. Confidence and self-efficacy
- Create an inventory of your strengths. Think about your successes and accomplishments. Which skills and capabilities were most helpful?
- Set SMARTer, PURE and clear goals, work to achieve them, enjoy and celebrate that achievement.

B. Positive thinking and optimism
- Become more aware of your thoughts. Write them down throughout the day. Challenge your negative thoughts, rephrase them and replace them with positive ones. Create a strong and vivid picture of what it will be like to achieve your goals.

- Shift your attention. Practice positive thinking until you automatically think about yourself and the world in a positive way every day.

C. Focus and strong goals
- Let your goals be SMARTer, PURE and CLEAR.
- Monitor your progress, solicit feedback on a regular basis to maintain a sense of momentum and enthusiasm, and enjoy every step towards this goal.
- Allow for sufficient time and space.

Criteria for the Right Goal

S	Specific	P	Positively Stated	C	Challenging
M	Measurable	U	Understood	L	Legal
A	Action-Oriented	R	Relevant	E	Enviromentally Sound
R	Realistic	E	Ethical	A	Agreed
T	Time-Based			R	Recorded
e	Energizing & Engaging				
r	Revied Regulary				

D. Energizing environment

You can use some outside elements for some extra support to motivate you. Consult with your coach on some of your bold ideas, chew on them together and commit on your next steps. Or buddy up with people you trust, and ask them to help keep you accountable. Set up some goals you can easily achieve. Quick wins are great for getting you motivated.

What are your beliefs about the likelihood of success? They can actually predict whether or not you succeed. Set goals, commit and strive to achieve them. If you actively keep your inner motivation high, you can significantly increase the likelihood of achieving your hopes, dreams, and visions for the future.

Inspired Talk: Energetic make-over – leading yourself

On a scale of 1 to 10, rate your current effectiveness in the four domains of leading yourself first. Then rate where you would like to be in six months. 1 being poor and 10 being excellent.

A. Confidence & Self-Efficacy

      1 to 10? _____ Now

      1 to 10? _____ In six months

B. Positive Thinking & Optimism

      1 to 10? _____ Now

      1 to 10? _____ In six months

C. Focus & Strong Goals

      1 to 10? _____ Now

      1 to 10? _____ In six months

D. Energizing Environment

      1 to 10? _____ Now

      1 to 10? _____ In six months

Which bold actions will you take to close the gaps? Write down any ideas, thoughts, beliefs or barriers in order to prepare your action plan. Together with your coach compile an inspiring and doable program.

Leading Yourself

Preparation for an Action Plan
What would you like to be able to do better?
What are your strengths? What hinders you?

A. Confidence & Self-Efficacy

_____

_____

B. Positive Thinking & Positive Thoughts about the Future

_____

_____

C. Focus on Strong Goals

_____

_____

D. A Motivating Environment

_____

_____

Leadership Energy

In today's business climate, in which uncertainty is the new certainty, leadership energy is one of the few variables that can still be controlled in the drive for revenue and profits. Leadership energy stimulates connectedness and endorses collaborative behavior, which in turn attract the best people. Once this is achieved on an ongoing basis, a perpetual machine is put in motion that forms the foundation of a collective corporate culture. Reinforcement of positive cultural behavior is one of the most effective yet under-estimated and under-utilized levers executives have to help them deliver on the company's strategic objectives. The combination of a healthy company culture and a consistent strategy fosters innovation and creates a sustainable platform for growth.

Key skills for leadership energy

Leaders and managers who demonstrate leadership energy exhibit the following key traits. Here's what you can learn from them:

⇒ They provide a vision for the future and share the passion they feel. As ambassadors for their cause, they give staff a vision of the big picture and where the company is headed. In doing this, they help employees to connect the dots and see how their everyday tasks contribute to the long-term perspective.

⇒ They communicate, communicate, communicate. Good leaders involve their teams in formulating action plans, pieces of the strategy or the overall vision so that there is immediate support and buy-in from the start. They actively listen like a coach to what people want and need, observe interactions, provide feedback and reinforce collaborative behavior.

⇒ They are facilitators who strengthen connectedness within their teams and across the organization. They allow transparency around the actions and processes that lead to results and decisions and address critical issues immediately; involving the right people to solve them.

⇒ They establish an environment of continuous improvement and open dialogue by providing opportunities for people to grow, both personally and professionally. They are caring and compassionate.

⇒ They act with integrity. As Oscar Wilde put it, "Be yourself, everyone else is taken." Successful managers make a conscious choice to lead and be the person others choose to follow, and are rewarded with trust and authenticity. They are prepared to show courage, stamina, resilience and perseverance along the way.

In a nutshell: If you regularly reflect on your own thoughts, emotions and behavior and how their interaction influences team performance and organizational culture, you will often the answers you seek. The more positive leadership energy you demonstrate, the more successful your business will be and the smoother your own professional and personal career advancement.

The ability to lead others starts with the ability to lead oneself. The more aware leaders are of their thoughts, emotions and actions, and their potential impact on the team and the organization, the better they are able to shift their energy into more constructive and caring realms. Psychological indicators catalyze raising your awareness based on self-assessments.

Discover the true You. Psychological indicators
⇒ Measure preferences and strengths in an individual's behavior, skills, beliefs, values, or personality traits
⇒ Supply valuable information to supplement and catalyze the coaching process
⇒ Are models that reduce complexity and help us see clearly
⇒ Provide a common language for feedback and optimized collaboration
⇒ Empower us to become aware of our biases and patters, and to understand others more deeply
⇒ Inspired a conversation with another person because our view of others is subjective and relative to our own perceptions
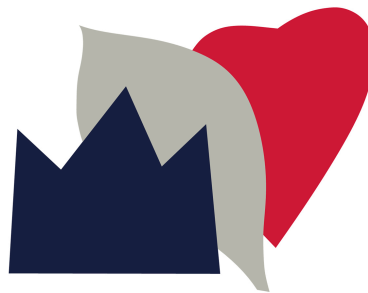⇒ Are based on self-inventory tests that are provided online.

Assessing your Leadership Energy

The #1 ranked US coach training school, the Institute for Professional Excellence in Coaching (iPEC), and its founder, Bruce D Schneider, have developed the Energy Leadership™ Assessment that reflects your current level of engagement in work and life, your current potential leadership ability, and your level of consciousness. iPEC's Energy Leadership™ Assessment measures your energy based on your attitude, your perception and perspective of your world – not your abilities or intelligence. The assessment is a series of questions and is taken online a few days before your debrief is scheduled. A debrief is a session with your coach in which your results are explained and a way for you to move forward is established.

Summing it up

⇒ Leadership is personal first and applicable to all aspects of your life.
⇒ Your thoughts affect your feelings and actions.
⇒ Change is inevitable and helps your business find the cutting edge, and your life to be fulfilling.
⇒ The more conscious you are of your thoughts, the more ability you have to affect change.
⇒ Your attitude leads to how you interact with the world. You can change your attitude.
⇒ The first step to managing change or bringing about change is knowing what your attitude is now.
⇒ Take charge of your own future and life. And learn how to shift your energy and change your attitude. Say YES to increasing your awareness.

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For a free complimentary coaching session

Life is not the way it's supposed to be.
It's the way it is. The way we deal
with it is what makes the difference.
Virginia Satir, author and psychotherapist (1916 – 1988)

**Make an appointment for a free 30-minute
coaching session via skype or via telephone.**

Your free coaching session is a great opportunity for you
to get a taste of what coaching can do for you or to address any
questions related to managing change and leadership energy.

About the author: Annette B. Czernik

As an Executive Coach, Annette wants to bring out the best in people. It's all about Leadership! Her coaching motto is:

"Truth is Life." Frank Lloyd Wright (1867 – 1959)

Truth is personal and unique; it's a product of how you monitor, evaluate and respond to situations. Mindset, corporate culture, motivation and goals influence choices and decisions. Changes impact performance and challenge the current truth. Coaching empowers you to choose your truth optimally, to remove barriers and to sustain corporate and individual success.

Annette coaches in English and German. Coaching with Inspired Executives is offered in person, via skype of over the phone. She is an Associate Certified Coach® and member of the International Coach Federation.

Annette's coaching style is sassy, deep, pure, ruthless, humorous, and geared towards achieving your goals and finding your truth. Annette has managed teams and people in cross-cultural contexts of a multinational financial services company. In her 20+ years of experience, she has covered
  ❖ Sales: marketing and sales strategy
  ❖ Human Resources: strategic personnel and organizational development, talent and leadership development, change management
  ❖ Regions: Germany, Continental Europe, USA, Canada and Latin America.

Annette graduated from the #1 ranked coach training school in the United States: The Institute for Professional Excellence in Coaching (iPEC), ipeccoaching.com, teaches a deep curriculum based on a unique and proprietary methodology (the Core Energy Coaching™ process) and holistic philosophy.

Questions? Feedback? Appointment for your free complimentary coaching session?

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