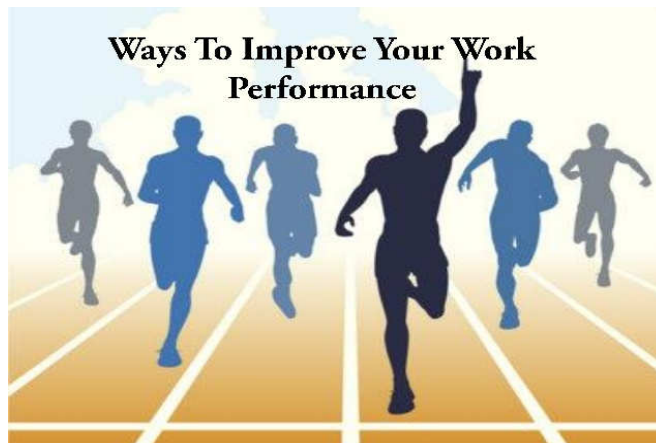


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Improve Your Performance at Work in 4 Easy Steps

Business Success

You can do many things to improve your performance at work, things that don't occur to most people. How successful you are at work is determined largely by your attitude and how you spend your time. Here are 4 EASY ways to improve your performance at work that you may never have thought of.

1) Learn How to Manage Your Priorities



To improve performance at work you must have the ability to set priorities and to separate the relevant from the irrelevant when facing the many tasks of the day. You must also possess a sense of urgency, the ability to get the job done fast.

Many managers have confirmed this to be the truth. They place an extraordinarily high value on a person who can set priorities and move quickly to get the job done. Speed and dependability in job completion is one of the most valued traits in the workforce. When your employer can hand you a job and then walk away and not worry about it again, you will have

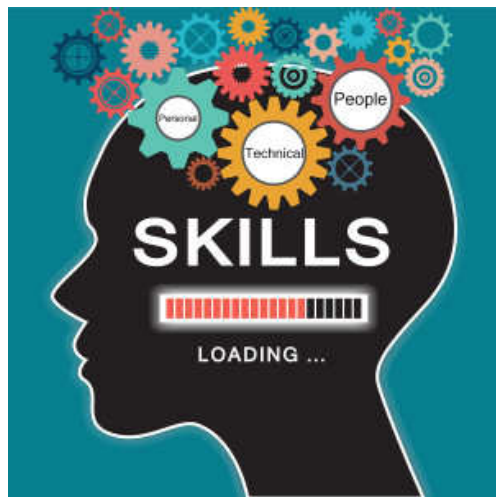
moved yourself onto the fast track. Your subsequent promotion and increased pay are virtually guaranteed.

2) Develop a Positive Mental Attitude

Another way you can improve your performance at work is to develop a positive mental attitude. People like to be around and to promote employees they like. Everybody quickly notices a consistent, persistent attitude of cheerfulness and optimism. When you make an effort to cultivate an attitude of friendliness toward people, they will make extraordinary efforts to open doors for you.



3) Improve Your Skills, Seek Knowledge



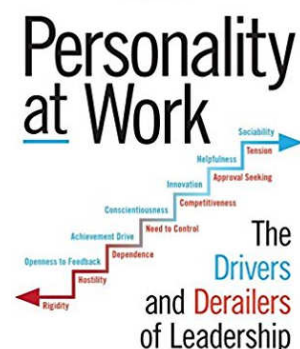
Improve performance at work by continually upgrading your work-related skills and making sure that your superiors know about it. Seek out additional courses you can take to improve yourself at your job and discuss these courses with your boss. Ask him or her to pay for the courses if you pass, but make it clear that you are going to take them anyway.

Ask your boss what books and audio programs you should read and listen to. Whatever he or she recommends, take his or her advice immediately. Then report back and ask for more. You will be amazed at how quickly this strategy brings you to the attention of the person who can most help you at each stage of your career.

Bosses are very impressed with people who are constantly striving to learn more in order to increase their value to their companies. Upgrading your knowledge and skills as a part of your life can really accelerate your career.

4) The Importance of Personality at Work

Probably 85 percent of your success in the world of work will come from your personality and your ability to communicate effectively with others. It will be determined by how much people like you and respect you. You can greatly improve how other people perceive you by continually looking for ways to boost their self-esteem throughout the workday. A little genuine praise and appreciation, on a regular basis, will cause people to like you and want to help you. A likeable person is often perceived as being better at what they do than a person with a negative personality. When you are with your superiors, make it a practice to listen with respect, attentiveness and interest.



The more you honestly and sincerely listen to another person, the more that other person will like and trust you and want to give you additional help and responsibilities. All leaders are excellent listeners. It is a key method of influence. If you want to get people on your side, practice asking interested questions and then listening intently to the answers.

Take Action!



Learn more about how to improve your performance at work, discover the way to wealth, and get on the fast track to success.

BEING EFFECTIVE AT WORK

Essential Traits and Skills

Do you consider yourself to be effective at work? Although many of us like to think that we're 100 percent effective, the truth is that most of us have strengths and weaknesses that impact our effectiveness.

Many of us could benefit from tweaking at least a few of our skills, in order to become even more effective. For instance, perhaps you've always excelled at time management. But how much time do you put into learning new skills, or staying on top of industry trends?

Or, maybe you're adept at managing the considerable demands you face day-to-day. But, when things get really hectic, your communication skills start to suffer as stress levels begin to rise.



Being truly effective at work can pay off now and throughout our careers. Effective workers get exciting projects, win important clients, and are well respected by their colleagues and bosses. But how can you *become more effective*, and make sure that you don't miss out on these great opportunities? And what should you focus on?

STEP 1: IDENTIFY PRIORITIES



If someone asked you what your job was truly about, would you have a good answer? One of the most crucial steps in becoming fully effective is *to know your purpose at work*. After all, if you don't know what your job is there to achieve, how can you set appropriate priorities? (If you don't set priorities, you'll be forever buried under a mountain of work, unable to tell the difference between what's important, and what isn't.)

To identify your job's true purpose and define what you need to achieve in your current position, perform a job analysis. This will help you uncover your most important objectives, so that you can start prioritizing tasks effectively.

STEP 2: ADOPT A GOOD ATTITUDE

Effective workers have a "good attitude." But what does this really mean? People with a good attitude take the initiative whenever they can. They willingly help a colleague in need, they pick up the slack when someone is off sick, and they make sure that their work is done to the highest standards. "Good enough" is never quite good enough for them!

So, focus on adopting a good attitude at work, and make decisions that intuitively "ring true." At the very least, you'll sleep easier at night!



STEP 3: BUILD ESSENTIAL SKILLS



Chances are that you have a lot of competing demands on your time. One of the best ways of becoming more effective at work is to learn how to manage your time more efficiently. Other key areas include learning how to manage stress, improving your communication skills, and taking action on career development. All of these can have a major impact on your effectiveness at work. Let's look at each skill in greater detail.

i. Time Management/Productivity

Probably the most crucial thing that you can do to become more effective at work is to learn how to manage your time. Without this skill, your days will feel like a frantic race, with every project, email, and phone call competing for your attention.

Start by looking at your daily schedule. Do you know how you spend your time every day? If not, the answer might surprise you! Use an Activity Log to analyse how much time you're devoting to your various tasks, like meetings, checking email, and making phone calls. It can be an eye-opening experience to look at this objectively, especially if you discover that you're spending lots of time on tasks that don't help you meet your objectives.

Once you know how much time you're devoting to different tasks, you need to learn how to prioritize. If you know which jobs are important, and which can be rescheduled or delegated, you'll be able to focus on the work that brings the most value.



Being effective at work means you use time to your advantage. Schedule your highest value work for the times of day when you're feeling the most energetic. This increases the likelihood that you'll resist distractions identify your peak energy time, so that you can schedule work accordingly.

If you're disorganized, you can waste a huge amount of time just looking for lost items.

ii. Communication Skills

Think about just how often we communicate every day. We make phone calls, attend meetings, write email, give presentations, talk to customers, and so on. We can seem to spend all day communicating with the people around us. This is why good communication skills are essential, especially when your goal is to work more effectively.



This means that you're making a concerted effort to really hear and understand what other people are saying to you.

Don't let yourself become distracted by what's going on around you, and don't plan out what you're going to say next, while the other person is talking. Instead, just listen to what they're saying. You may well be surprised at how much miscommunication can be avoided simply by listening actively.

Next, look at your writing skills. Add to My Personal Learning Plan. How well do you communicate in writing? Start with your emails. Most of us write dozens of emails every day.

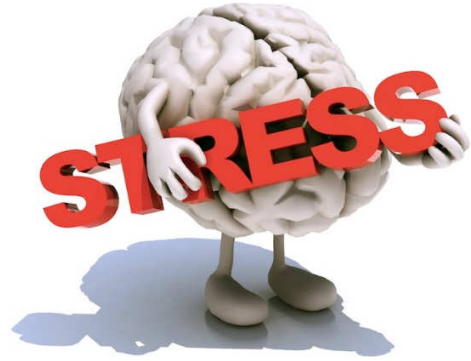
Of course, we do a lot more writing than just email. You'll be more effective in your role if you learn how to communicate better across all these media, and your boss and colleagues are bound to appreciate your skills, since they'll be the main beneficiaries!

iii. Stress

A little bit of pressure can be a good thing. But when pressure exceeds your ability to cope with it effectively, your productivity goes down, and your mood suffers. You also lose your ability to make solid, rational decisions; and excessive stress can cause health problems, both in the short and long term.

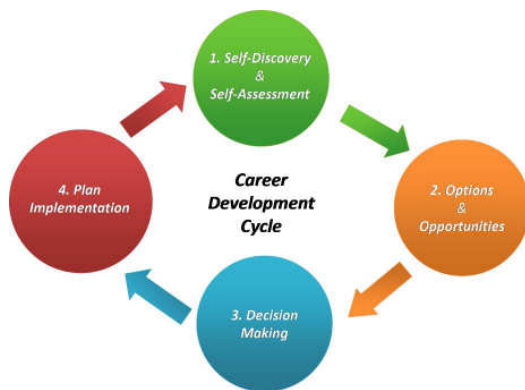
No matter what you do, you'll likely experience stress numerous times throughout your career, perhaps even on a regular basis. This is why learning how to manage stress is a key factor in becoming more effective at work.

Try to get a good night's sleep. Add to My Personal Learning Plan every night, and do your best to avoid taking work home with you. It's also important to relax when you get home in the evening.



iv. Career Development/Learning

No matter what your field is, it's important that you keep learning and developing your skills. To begin with, carry out a Personal SWOT Analysis to identify the areas that you need to work on.



In addition to the technical skills required to do your job, you also need to focus on **soft skills**. These include areas such as leadership skills, problem solving techniques, emotional intelligence skills, and creative thinking. Anything you can do to enhance these skills will pay off in the workplace.

Also consider if there are any **qualifications** that you don't have that a reasonable person would consider appropriate for your field. If so, could this be holding you back from an advancement or promotion? For instance, would it be useful to have a particular degree or other certification if you want to apply for a management position? Are you lacking any specific skills?

Key Points

When we're truly effective at work, we manage our time well, we communicate clearly, and we have a good attitude.

Effective workers are often the **most respected** and the **most productive** in their workplaces, and they're often the first to be considered for a promotion. So it's definitely worth the effort to enhance your skills here!



SKILLS EVERY CHILD NEEDS TO KNOW TO BE FUTURE READY

Moms are always worried about whether or not they're doing what's best for their child. One form of validation for parents is if their child is doing well in school. However, there's learning that goes beyond books and grades, equally important to the child's development.

Here are some of those skills that every child needs to master to be future ready. Apart from age-appropriate motor skills, parents need to remember that they fall outside of, yet also go hand-in-hand with academics. And the best part is, you can help your child learn these skills right now, so that they will be able to reap their benefits throughout their lives.



COLLABORATION

It's delightful to see kids work or play together. Watching their group dynamics, how they work and communicate within the team, are all so fascinating, especially when they're still quite young.



In fact, a study revealed that children with strong social skills as early as when they're in kindergarten are more likely to thrive as adults. Children who are able to collaborate learn how to share and give credit where it is due.

Being able to work well with others also opens up your child's world. It teaches them to move away from "me" thinking to "we" thinking.

You can help your **child** further hone this skill by doing chores as a family, or working on things together. Remember to show them appreciation for collaborating with you and for their hard work. This will encourage your child to do more deeds with and for those around him.

EMPATHY

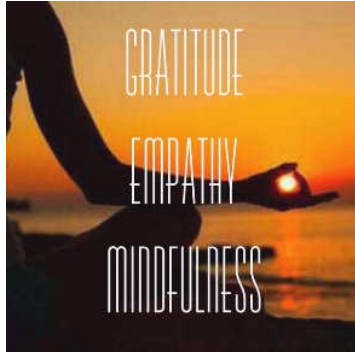
A common manifestation of this is when your child notices another child crying and begins to mirror his emotions. Being able to relate or know how someone else is feeling not only takes your child out of "the world revolves around me" attitude, but empathy teaches anyone - no matter what age - to connect with others on a much deeper level.

Teaching your **child** to empathize with others may sound tricky, but it's actually quite simple. It usually starts at home – how you're able to acknowledge or relate to their daily emotions or experiences.

GIVING
EMPATHY



Most parents, especially when their children are upset, rush to soothe their child without getting to the root cause of the problem. It's quite understandable; but perhaps, the next time your child conveys being sad or hurt, pause and acknowledge his emotion/s and experience. This gives you time to figure out what happened, and your child the opportunity to learn how to self-soothe.



Once they're old enough to converse, try a simple statement, such as, "I see how sad / hurt / frightened you are. Would you like to tell me about what happened? Perhaps I can help." More often than not, they're not ready to share, and they shouldn't be forced to do so. Staying with them until they're ready to speak up, as they're processing their emotions, will be comforting to them because it shows that you care and that their feelings are real and important.

When this happens, your child will also do the same for others, rather than ignoring or forcing others to "feel okay" right away. Being empathetic is, after all, about putting yourself in someone else's shoes, and not solving someone else's problems for them.

CONCENTRATION

Being able to focus on the task at hand - whether it's working on an art project or talking to a peer - is harder to do nowadays, even for adults! With so many distractions around us, concentrating may just be a skill that all of us need to hone daily.

And why is this beneficial for your child? Multitasking can make someone spread themselves too thinly, while focusing on one task at a time will help finish the task at hand faster and in a more efficient way.

Plus, it teaches your child to focus fully on the present. Not on past mistakes, not feeling anxious about the future - all they need to deal with is what's right in front of them, and that will make them feel more relieved and in control of what's happening.



How do you encourage this in your little ball of energy? Urge your **child**/pre-schooler to pack away his toys before moving on to the next one, or give him one item to look for in the supermarket, for example, so that his focus is on locating that one item for you.

PROBLEM SOLVING

Being able to come up with a solution to everyday concerns, from small things like figuring out a new toy to bigger issues like what to do when faced with a bully, is a life skill that is constantly being tested and sharpened.

As parents, your children look up to you and think that you are all knowing. While it's tempting to always come to your child's rescue, teaching your child to solve their own problems will help them turn out to be independent, critical thinkers. ***An excellent problem-solving skill is also a hallmark of a strong leader.***



Hone this skill by providing open-ended toys for your child. Blocks, puzzles or materials found around the house that they can use (like empty rolls of tissue paper, shoeboxes, and the like) will help them become more creative and figure out what they can do with these items.

Whenever they pose a question, help them come up with the answer themselves or let them come up with their own answers, rather than giving the answer right away. It might take up a little more of your time, but the rewards will be great.

COMMUNICATION

One of the most frustrating experiences for new parents is hearing their child cry (sometimes seemingly in terrible pain) without knowing the reason behind it. Yet crying is the main way **children** communicate with their parents for most of the **early years of life**.

Eventually one learns to “read” their child and understand not just the verbal cues, but also his body language. But you can also boost your child's communication skills by encouraging him to express himself - through words, by pointing them out to your **child** and asking him to repeat them back; and through movements, like pointing or even sign language if he's still a **child**, for basic words like milk, please, more, sleepy, etc. Singing and dancing with your little one will help as well.



Learning to be an effective communicator also comes with being a good listener. This will be key to the success of your child's future relationships as well as performance in school and at the workplace.

Teaching your child these **5 skills** may be a lifelong process requiring lots of time and effort; but trust that it will be quite a thrill to see them picking up the concepts, applying them, and maybe even teaching you a thing or two! Remember that the guidance you give them will set the standard for their future actions and decisions, so be patient and fully embrace (even enjoy!) your role as your child's first teacher.

BUSINESS ETIQUETTE RULES EVERY PROFESSIONAL NEEDS TO KNOW

Business Etiquette



Professional social situations can be awkward. The rules are slightly different from standard social settings, yet business schools rarely discuss professional etiquette topics.

There are specific skills professionals need to understand when presenting themselves in a business setting. From how to introduce yourself to what to order at restaurants, these are the social rules you need to know when establishing relationships.

❖ Always say your full name

In a business situation, you should use your full name, but you should also pay attention to how others want to be introduced.

If your name is too long or difficult to pronounce, you should find a way to make it easy to pronounce.

where
everybody
knows your
name.

❖ Always stand when you're being introduced to someone



"Standing helps establish your presence. You make it easy for others to ignore you if you don't stand. If you are caught off guard and cannot rise, you should lean forward to indicate that you would stand, if you could."

❖ Only say "thank you" once or twice during a conversation.

"You need to say it only once or twice within a conversation. Otherwise, you may dilute its impact and possibly make yourself seem somewhat helpless and needy."

THANK YOU

❖ Send separate thank you notes to everyone involved.

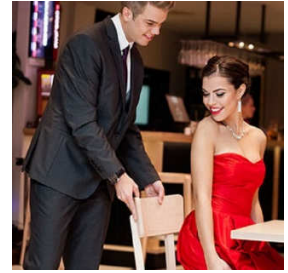


You should send thank you notes within 24 hours and you should send separate notes to everyone you want to thank.

"Before you choose between email and handwritten notes, consider that regular mail may take several days to get to its destination while email arrives almost immediately. This time difference can be important after a job interview, if the hiring decision is being made quickly."

❖ **Never pull out someone's chair for them.**

You shouldn't pull someone's chair out for them regardless of gender. In a business setting, you should leave those social gender rules behind. "Both men and women can pull out their own chairs."



❖ **Don't cross your legs.**



Both men and women do it, but it can be distracting. "The bottom line, however, is health related: crossing your legs is bad for your circulation because it increases the pressure on your veins."

❖ **Keep your fingers together when you point.**

"Point with an open palm, and keep your fingers together. If you point with your index finger, it appears aggressive. Both men and women point, but women have a tendency to do it more than men."



❖ **Always break bread with your hands.**



You should never use your knife to cut your rolls at a business dinner. "Break your roll in half and tear off one piece at a time, and butter the piece as you are ready to eat it."

❖ **Do not push away or stack your dishes.**

"You are not the waiter. Let the wait staff do their jobs."



❖ KEEP THE FOOD OPTIONS BALANCED WITH YOUR GUEST



This means that if your guest orders an appetizer or dessert, you should follow suit.

"You don't want to make your guest feel uncomfortable by eating a course alone," **If the host follows certain dietary restrictions, consider the restaurant they're taking you before ordering.**

"Most people do not impose their dietary choices on others. Nevertheless, you can often judge what to order by the type of restaurant they choose."

❖ KNOW WHERE TO PROPERLY PLACE PLATES AND SILVERWARE

Remember that "left" has four letters and "right" has five letters.

"Food is placed to the left of the dinner plate. The words food and left each have four letters; if the table is set properly, your bread or salad or any other food dish, will be placed to the left of your dinner plate. Similarly, drinks are placed to the right of the dinner plate, and the words glass and right contain five letters. Any glass or drink will be placed to the right of the dinner plate."

"Left and right also work for your utensils. Your fork (four letters) goes to the left; your knife and spoon (five letters each) go to the right."



Also, think "BMW" when trying to remember where to place plates and glasses. The mnemonic BMW here stands for "bread, meal, and water" so remember that "your bread-and-butter plate is on the left, the meal is in the middle, and your water glass is on the right."

❖ THE HOST SHOULD ALWAYS PAY



Does the Host Always Pay?

"If you did the inviting, you are the host, and you should pay the bill, regardless of gender. What if a male guest wants to pay? A woman does have some choices. She can say, 'Oh, it's not me; it is the firm that is paying.' Or she can excuse herself from the table and pay the bill away from the guests. This option works for men as well, and it is a very refined way to pay a bill."

"However, the bottom line is that you don't want to fight over a bill. If a male guest insists on paying despite a female host's best efforts, let him pay."

❖ PREPARE A POLITE EXIT

You need to be the one talking as you're making the exit. "Remember to leave when you are talking. At that point, you are in control, and it is a much smoother exit."

You should also have "exit lines" prepared in case you need to leave a conversation. You can say "Nice to meet you" or "Nice talking to you" or "See you next week at the meeting."

You can also excuse yourself for a bathroom break, to get food, or say you wanted to catch someone before they leave.

But don't worry too much if you make a mistake!



HOW TO IMPROVE PRESENCE OF MIND

1. DEVELOP PRESENCE OF MIND



Whether it is to handle your personal affairs or your work sphere, you need to be completely focused and calm in order to work. Lack of presence of mind can lead to serious disasters. You can be forgetful, fail to pass information, and miss out on important details. In order to prevent this from happening, here are some tips to help you develop your presence of mind...

2. LISTEN ATTENTIVELY

Some people like to talk more and hear less. In order to build a rapport with someone - whether you're working or managing your home affairs - you need to know what other people are saying; they are not just sharing their opinion, but valuable information too, which is very essential for you to do something. Do not switch off when someone is talking to you.



3. BE OBSERVANT



Presence of mind basically implies concentration and focus. Lack of focus and a distracted mind are signs of low presence of mind. While someone is doing something and you need to be able to understand or replicate that, it is very significant that you observe them carefully. If you do not observe, it might cost you.

4. LEARN TO MULTITASK

Sometimes, people lack a presence of mind because they are juggling various tasks. When they are engaged in one activity, they are busy thinking about something else; either it's about what they have already accomplished or it's about what needs to be done - which results in the task at hand not getting enough attention.



5. DON'T CARRY EMOTIONAL BAGGAGE



As a human being, it is natural that you cannot completely compartmentalize your life. You have personal problems which become so unbearable that you think about them even while you are at work. You are lost, unable to focus, and make errors. You need to train yourself that you cannot afford to make mistakes here. At least, you must have control over certain things in your life.

6. HELP YOURSELF PRIORITIZE YOUR TASKS

You need to learn to prioritize tasks. If there is something very important and urgent, try to get it done so that the thought of it does not nag you all day long.



7. CHILL OUT



Stress takes a toll on the brain by washing harmful chemicals over the hippocampus and other brain areas involved in memory. Some scientists suspect that living a balanced lifestyle and pursuing relaxing activities such as yoga, socializing and crafting, may delay memory impairment by reducing stress.

8. EXPLORE THE TENSION OF BEING THE CENTRE OF ATTENTION

Find out where you tense up and block energy in your body when others focus attention on you. Give yourself permission to really "feel" it, relax into it, until it releases into a flow state.



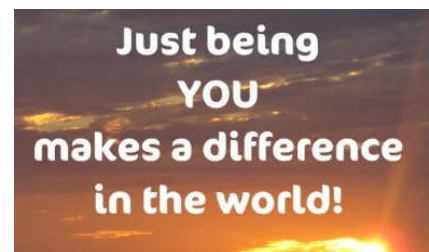
9. MOVE YOUR BODY



The more you move, the more you relax. The best way to still the mind is to move the body. A movement that expresses emotion is the best. It clears you of stored tensions and quiets your mind.

10. BE REAL WITH YOURSELF

Give yourself permission to contact your authentic thoughts and feelings. People with a powerful presence are present and aware of their real thoughts and feelings.



11. LET GO OF PERFECTIONISM



Expectation of perfectionism creates tension in you and in others. It makes people afraid of you and it makes you afraid to give your gifts to others. So, give up trying to be perfect.

12. CONTACT YOUR PASSION

Look for things that excite you. Pursue them, even if in small ways. Touch into something that excites you every day and risk sharing it with others. The energy of passion lights up your energy field.



13. PRACTICE BEING IN THE MOMENT



Being in the “now” moment means being aware of how it feels to be inside your body. Focus on the sensations of your own body. Pay attention to everything you can feel with your five senses. What do you smell, taste, touch, see, and hear right now? Take "being here now" breaks several times each day.

THE 5 TYPES OF NIGHTMARE COLLEAGUES YOU CAN FIND IN EVERY OFFICE



Being a “team player” is a requirement one can find in almost every recruitment ad. Performing well as part of a team is essential to the success of any organization regardless of size or industry, but in reality it is impossible to work only with the perfect team mate all the time.

1. THE YES MAN

When the entire conference room is silent after the boss announced a “mission impossible” target for the year, the yes man jumps up and gratefully accepts the challenge.

The worst kind of yes men are middle managers who are eager to show off. They’ve made a promise to senior management that they’re able to deliver what they want, but to be honest, they don’t have a clue what to do, besides putting pressure on their team.



2. THE BOSS'S PET



In every office, there is a worker who doesn't have much to do and is not particularly strong in any fields. Basically he or she exists only to entertain the boss. How the boss likes his or her coffee, favorite television show, singer, cartoon character, cigarette, perfume – the boss's pet knows more about the boss than his or her spouse.

3. THE BACK-STABBER/ GOSSIPER

Do you have a best buddy at work who you share all your problems with? Think twice before sharing your secrets with him or her, because in no time, their big mouth will spread it all round the office.

The gossipers are easy to spot, they usually spend more time chatting in the pantry than at their desks. Do yourself a favor and stay away from them.



4. THE ONLOOKER



A good team mate always offers a helping hand to a colleague in need. The onlooker, on the other hand, always finds an excuse to avoid helping. Even worse, they'll tell you "I'm going now. I have dinner plans," when you need to do overtime.

5. THE SNITCH

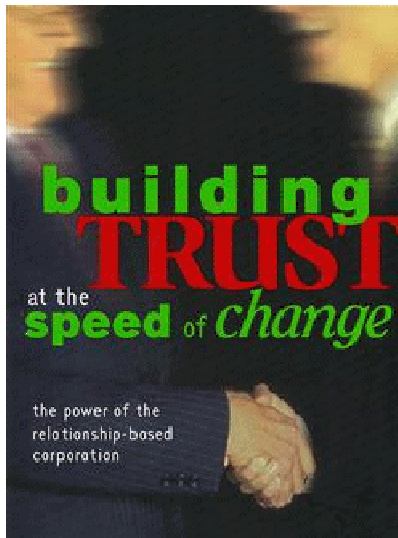
Ever wonder why you got an earful from the boss for being 5 minutes late for work? It is because someone told on you. That sneaky snitch is like a high-tech surveillance camera, picking up and reporting every detail in the office to the boss.



WHAT LEADERS MUST START DOING IMMEDIATELY TO BUILD A CULTURE OF TRUST

Q. You are the founding proponent of *The Speed of Trust* transformation process - which says that if your organization enjoys a trust dividend, then trust becomes the great ‘performance multiplier’. How can organizations’ build a trust dividend in today’s environment of great uncertainty?

High-trust teams and high-trust cultures are built and sustained from the “inside out.” That means that we start with ourselves - each of us, as a leader - and then ripple out from there.



Self-trust precedes relationship trust. Relationship trust precedes organizational trust. Organizational trust precedes market trust. And market trust precedes societal trust. So the best way to establish, grow and sustain trust is to work on developing trust from the inside out, starting with each leader.

Now how do we develop it? Trust is a function of two things: first, our credibility; second, our behavior. So with each leader we start by focusing on their credibility first (both the character and competence dimensions of credibility), and then we focus on their behavior.

Behavior is what we do and how we do it. Our behavior matters enormously in the building of trust and not all behaviors are created equally. Some matter far more than others in the building (or the diminishing) of trust. We can’t talk our way out of problems we behaved ourselves into - the only way out is to behave our way out so behavior matters tremendously in the building of trust.

Q. What must leaders start and stop doing immediately to build a culture of trust with their employees?

The first job of a leader is to inspire trust. The second job of a leader is to extend trust. We inspire trust by being credible (trustworthy). This credibility flows out of our character (our integrity and intent) and our competence (our capabilities and results).

Once we inspire trust through our credibility, leaders then need to lead out in extending trust to others. Smartly. Extending trust is the defining skill that transforms a manager into a leader. It is an act of leadership. And it’s the leaders job to go first. Someone needs to go first. That’s what leaders do. Leaders go first. They don’t extend trust blindly but rather they extend trust smartly with clear expectations and with a defined process for accountability.



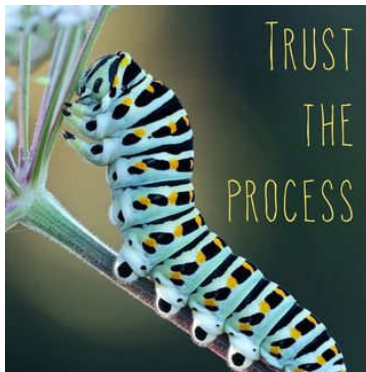
So two things we can start doing immediately:

1. Focusing on increasing our personal credibility (vs pointing the finger at everyone else),
2. Second, lead out in extending trust to others (vs withholding it).

We can't talk our way out of problems we behaved ourselves into - the only way out is to behave our way out, so behavior matters tremendously in the building of trust.

When we inspire trust through our credibility and then we extend trust through our behavior, the net result is that we can begin to build a culture of trust.

Q. One of the key things about trust is its interconnectedness with learning effectiveness, where trust can institutionalize new language and behavior through a simple, repeatable process to be used after the learning event. How does this work, and how can managers implement this repeatable process?



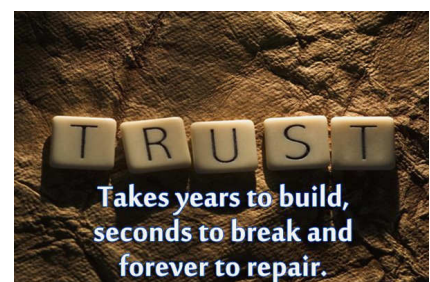
Trust is less about having another thing to do and more about “how we do what we do.” So the more trust language and behavior can become part of the culture (how most of the people speak and behave most of the time), part of the expected behavior, the faster we will build trust.

What managers can do is give people inside their organization a common framework, language and process for developing and implementing trust.

The key is to make the *implementation of trust a process and not an event*. A good process may have several learning events in it but it also has implementation and application of the behaviors common to high-trust leaders. What we do with our Speed of Trust methodology is have what we call “trust huddles”, to cite one example.

A trust huddle is where we “piggyback” an existing weekly meeting (such as a weekly staff meeting) and take 5-10 minutes to review one behavior a week in the context of our work. What does that behavior look like when done well? What does the counterfeit behavior look like that so often gets in the way? And what’s one commitment we can commit to as a team this week to improve in this behavior?

Then the next week, before going on to the next behavior, we first revisit our commitment from the prior week: How’d we do on last week’s commitment? Now, what does this next behavior look like when done well? What does the counterfeit look like? What’s one commitment we can make this week in implementing this next behavior? And then we repeat. And repeat. And repeat. We can review all 13 behaviors in a quarter, and then repeat that process four times a year.



Q. When it comes to building trust in organizations in Asia, what are 2-3 tips to remember?



So here's the key insight: **Separate the principle from the practice.** Focus on teaching the principle and then let people come up with the appropriate practices for their culture/context.

Here is a three step process for building trust in any situation in Asia, or anywhere around the world:

First, declare your intent that you would like to increase the level of trust in the relationship, on the team, in the organization, or in any situation you're dealing with. By doing this you are making the creating of trust an explicit objective and this helps people see it more clearly.



1. **Second, tell people what you're going to do**, i.e. signal your behavior. This gives people awareness of how you're going to be the first to lead out in creating trust and you give people an understanding of what to look for/expect.

2. **Third, simply do what you say you're going to do.** This last step always builds trust but it will build it faster and better if you do the first two steps in front of it. But you'll also lose trust faster if you do the first two steps and then not the third. So risk and return go together. Don't do the first two steps if you're not sincere about doing the third step.



The Art and Value of Good Listening

In the first few years of life, we're all taught to speak. In fact, it's an important developmental milestone, a sign that a child is developing normally. However, listening is an equally, if not more important skill that is often overlooked by parents, educators, and bosses.

Yes, we were all taught (hopefully) to listen to our parents and to listen in school. However, few of us were taught good listening - the active, disciplined kind of listening that helps us examine and challenge the information we hear in order to improve its quality and quantity, and thereby improve our decision-making.



Why is this important? According to Bernard Ferrari, author of *Power Listening: Mastering the Most Critical Business Skill of All*, **good listening is the key to developing fresh insights and ideas that fuel success.** Ferrari says that although most people focus on learning how to communicate and how to present their own views more effectively, this approach is misguided and represents missed opportunities.

So what does it take to become a good listener?

In an article for McKinsey Quarterly, Ferrari writes, "The many great listeners I've encountered throughout my career as a surgeon, a corporate executive, and a business consultant have exhibited three kinds of behaviour By recognizing - and practicing - them, you can begin improving your own listening skills and even those of your organization."

The three behaviours are:

1. Be respectful

The best listeners recognize that they cannot succeed without seeking out information from those around them and they let those people know that they have unique input that is valuable. When you show respect for other people's ideas, they're more likely to reciprocate. They're also more likely to continue to share their ideas, which fosters growth and increases the likelihood of success.



Being a good listener also involves drawing out important information from others to help them brainstorm and uncover fresh ideas and solutions. In other words, good listeners don't jump in with answers or give lectures about what was done wrong; they actively listen and then ask respectful questions that will ultimately help uncover solutions or plans of action.

It's also important to note that *asking respectful questions does not mean that the questions can't be tough or pointed questions*. The key is to ask questions in a manner that will promote as opposed to hinder the free and open flow of communication and idea-generating.

2. Talk less than you listen

Ferrari says that he has developed his own variation of the 80/20 rule, which is that his conversation partner should be speaking 80 percent of the time, while he should speak only 20 percent of the time. He also tries to use his 20 percent of the time asking questions rather than trying to have his own say. Although he acknowledges that it's difficult to suppress your urge to speak more than listen, with practice and patience you can learn to control the urge and improve the quality and effectiveness of your dialogues by "weighing in at the right time."



Finally, Ferrari points out that interrupting with a question from time to time might be needed to move the conversation along or redirect it. However, his advice is to do so judiciously and respectfully so as to not inhibit productive sharing of information that will ultimately better inform your decisions.

3. Challenge assumptions

"Good listeners seek to understand—and challenge—the assumptions that lie below the surface of every conversation." He believes that one of the cornerstones of good listening is that in order to get what you need to know from your conversations and make good decisions, you must be willing to challenge long-held and cherished assumptions. Just because something has always been done in a certain way in the past doesn't mean there isn't an equally good or better way to do it.

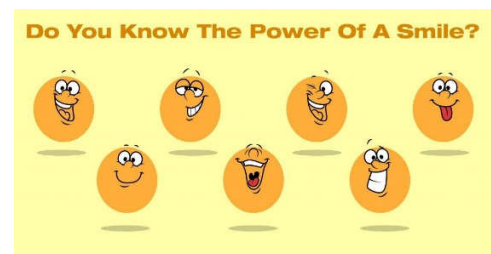


Again, this change of attitude is not an easy feat to accomplish. Change is hard. There's a reason the saying, "Why fix something that isn't broken?" is so popular. In addition, doing something different adds an unknown risk to a venture. Yet, there also is risk to closing your mind to new ideas. If you always take the position that you know what's best, you will miss opportunities to discover something better.

Ferrari concedes that just like some people are better writers than others, some people naturally are going to be better listeners than others. However, by recognizing your individual strengths and weaknesses, and by incorporating these straightforward listening strategies, he believes that everyone can become better listeners, and therefore better decision-makers.

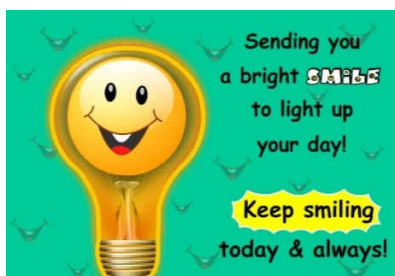
THE POWER OF A SMILE

Smiles, they're beautiful and yet freely given to everyone around you. A smile can never run out of style and out of mode for they are the best things one can ever wear. Inexpensive too, smiles create an infinite impact on people and life in general. A smile given to the right person at the right time could influence what that person does next and the choices they make.



Smiles have the power to break down the cold walls of indifference and warm a lonely heart that's blue. Discover one of life's most constructive weapons and that's the power of your smile positioned for your own advantage.

- ❖ **Position your smile as the best rapport-building tool.** The smile is one of the most important strategies in dealing with people in all lifestyles and is an important means for building and establishing rapport. Given the reality that our enjoyment of life depends largely on how we manage and connect with people, a sincere smile is always the best strategy to build and establish rapport. The smile maintains attention, helps bolster open body language, and reassures the other person of your sincerity. Be the first to smile; don't wait for others!



- ❖ **Position your smile to break down walls of indifference.** We have our individuality and preferences to what kind of people we'd like to hang out with. Sometimes people carry with them preconceived ideas about people and respond to them based simply on how they look, carry them, or dress. While this response of building invisible walls around a person for the sake of self-preservation is normal for many people, and is something to respect when interacting with others, it doesn't stop you from being able to use the smile as a way to melt the walls of indifference.



- ❖ **Use your smile to affect choices positively.** A bad mood usually results in facial characteristics reflecting the negative feelings, including a frown, furrowed face lines, and perhaps a scowling demeanour. A smile changes the equation immediately. And in so doing, choosing to smile instead of frown can influence your choices about everything else you do that day. A smile can brighten your mood, improve your outlook, and lead you to make positive choices using sound and good judgment.



- ❖ **Change lives with your smile.** Smile affects things and lives around us. People, pets, and even the systems in which we work and socialize are at the mercy of our treatment. When we smile, our mood brightens up and affects our responses towards both beings and objects. The positivity that emanates from relying on the smile to guide our way helps us to love our life, and to be inspired to treat others with kindness and compassion, realizing that all beings matter and that smooth-running systems make life easier. Our pets deserve our kindness, out wilting potted plants deserve watering and weeding, and the people we meet each day deserve our warmth and appreciation. The smile's after effect? Love, kindness, gentleness, goodness and compassion start to flow out from you as a natural response.



- ❖ **Position your smile to give hope.** Some people find that when they are hurt and fall into despair, they tend to become negative and seek to manage the world to minimize their interactions to avoid being harmed again. In doing so, they can withdraw and find life meaningless and cruel. A well-timed and caring smile could give such unhappy people a glimpse of hope as they see that another person does care and does find this life meaningful. A smile means that they can share that meaning. Lift their mood with your smile, the smile of hope.

Faith
makes all things possible
Love
makes all things easy
Hope
makes all things work

- ❖ **Share your attitude.** A smile could be an indication of a great attitude. Smiling is one of the best responses towards mistakes and failures; that kind of smile says "D'oh! I am so human!". Using humour in the face of shortcomings shows a great attitude and at the same time wisdom. Smile, brighten up and be wiser the next time around!



Know peace, share peace. A smile is a powerful tool for peace. It is a powerful gift and is one that can help to initiate and maintain peace through its expression of love, understanding, humility, and kindness. Smiles in the family create unity and acceptance; smiles in the face of danger express a determination to overcome hardship with a level head and a kind heart. Smiles can hold together a nation and a world, in peace.



Smile, and it will be a great life ahead!

SDS

The TOPIC for June 2017

Communicating Effectively Inside & Outside the Organization

Date : 7th June 2017

**Venue : Banker's Club
Kuala Lumpur
(Amoda Building)
Jalan Imbi
(Opposite Berjaya Times
Square)**

Time : 6pm - 8pm



Timely Inspiration (*Extracts from “How long can you wait for results?”*)

If you find that you are not delegating enough it may be because you are afraid that your subordinates are not capable of doing the task. In my organisations, I have always allowed my staff to make mistakes as long as they were not repetitive. I would spend time training them and as a last resort, replacing them if necessary. Nobody knows how to get something right the first time. Unless you try, you'll never know. When delegating, be sure to delegate fully. When your subordinates do well, don't forget to give where credit is due.



You need to ensure that there is growth in your organisation or risk not being able to meet the challenges in the marketplace. If you feel that you are unable to delegate to your subordinates for any reason, you should try to ensure that you balance their workload. Work with them to reorganise their priorities by first helping them to tie their work into your company's goals. Eliminate work that does not support the goal.

NEWS....AT ...VENTRAX.....

The SDS May 2017 addressed the topic of “The Power of Strategic Selling”



It was rather obvious that it was a topic that was rather regarded highly as we had more than a house full situation! Chairs had to be brought in even almost half way into the session.

Dr Venga firstly took us all back to basics to the HOME, HEALTH and WORK needs that we have and the MANTRA.....of WRITE.....GOAL.....REVIEW.

He discussed and shared with us of his past experiences of being a salesman. The key as expressed by Dr Venga was “Being Relevant”.....as a sales person....to see the customer beyond what he buys!

He shared rather in lengths, how spending a little quiet time reflecting on the client after the appointment was crucial. Current salesman run from one customer to another without actually reviewing the call and this behaviour lost the essence of the entire experience of the call.



Dr Venga this year has endeavoured into a journey to meet his clients from time to time. These are mainly the users of the planners for more than 15 years.....





REFLECTIONS

