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**19 ARTICLES TO HELP YOU TO SUCCEED
DURING DIFFICULT TIMES.**

COMPILED BY **Kerrie Phipps**

www.KerriePhipps.com



BY 19 AUTHORS ON LEADERSHIP, RESILIENCE, INNOVATION, TEAM BUILDING & CHANGE

About This Book

June 2020

A few weeks ago, 55 members of our association each agreed to write a short article that could offer help, ideas, comfort, perspective, solutions, or just a friendly word to someone out there in the world. A person like you, going through this global pandemic with us. You received 19 of those articles, carefully curated by the person who sent it to you. I truly hope this collection inspires you. Because how my community made this has truly inspired me.

Hi, I'm Cathy Johnson, the 2019-20 President of Asia Professional Speakers Singapore. We are a community of speakers, trainers and subject matter experts who speak for a living. Many of our members speak at conventions or train large groups in organisations around the world. And Covid-19 has decimated that part of their business. Yet they are continuing to help, serve, encourage, support, guide and inspire.

Times like these can reveal the true character of a person. And I am so proud of the character displayed by these people and this community.

It's been a tough time to be the President of this association. It's a tough time to be a leader anywhere. But it's the storm that makes the sailor. What makes it rewarding during the storm is the community rallying around you.

I'd like you to know that our community is rallying around you. We wrote 55 articles. You've received 19 of them here. If you'd like to read the others, come and [visit us online](#) where you'll find all 55. While you're there, you can learn more about our amazing members who are all worth connecting with.

If you're a business leader, our speakers may have solutions for your challenges right now.

If you're interested in professional speaking, it's a tough time right now! But we do have a wonderful community, monthly meetings, virtual training, coaching, mentoring, an upcoming virtual convention and an amazing global community that can support your development.

We're here for you. We're rallying around you.



Cathy Johnson
President (2019-2020)
Asia Professional Speakers Singapore

www.asiaspeakers.org

admin@asiaspeakers.org



Asia
Professional
Speakers
Singapore

Serving The World Starts With You

by Kerrie Phipps

How do I best serve the world right now? This question has both trapped and liberated me throughout my life. It's a question I've been exploring more deeply in recent days and I find joy in challenging times as I explore this and stick to my strengths.

What the world needs right now is YOU, not in the activities that exhaust and defeat you, but in a way that doing what you do and being who you are brings you and others joy. You've probably experienced this joy when you've helped someone in a moment of need. You've possibly also found yourself trapped by expectations of what serving/helping looks like. Let's discover or rediscover the joy that's possible.

What do I mean by "serving the world"? It's different for everyone, so let's explore your world for now, and think about what this means to you. Perhaps you'd refer to it as making a difference, helping the community, or doing meaningful work?

YOU are essential to your world. This is important to remember as you explore how you best serve the world. Serving yourself is like getting your oxygen first, as directed on airplanes in case of emergency. It makes sense that we can be more effective in helping others if we serve from a place of wellbeing. It doesn't serve you or anyone else if you're stumbling around and passing out as you feed others, as you've taken no food or water yourself.

It's about knowing your needs, your gifts and strengths, your emerging interests and awareness of your uniqueness. Listen to yourself to know what's next.

I've grown up in a culture of service, servant leadership and volunteering, although often not in a traditional sense. It involved a family history of military, school, church, and community service. In many ways service was a joy and not at all a chore. However, acting in order to keep others happy, to meet their expectations and try to fit their boxes, I found myself drowning in confusion and fatigue.

At times, roles are created and impressive titles are used to entice people to service, then trapping them in a world of expectations and other pressures that lead to performance anxiety and incongruent choices.

*The Oxford Dictionary defines service as,
"The action of helping or doing work for someone..."
It can be paid or unpaid.*

In 2006 I found myself serving in a way that began with a simple offer to help a friend's company with some calls they needed to make when their National Sales Manager left abruptly. I didn't want that title, and therefore the formality of the role, but from my home office in country NSW, Australia, I unknowingly broke existing sales records for the company, was paid a commission, and was sought after by business leaders in other countries to discover my 'methodology'. I found this surprising as I didn't feel like a skilled sales leader - simply a friend who was sharing a personal story and being a good listener. My enthusiasm, passion and care for people shone through, and I wasn't distracted by the expectations of meeting sales targets. If I'd shifted focus to the numbers, I would lose energy.

Where Do You Gain Energy? Where Do You Lose Energy?

You might not think about this because you're simply enjoying yourself and don't consciously explore what's going on, or if it's deflating you don't want to think of it. However, if you take notice of your internal responses, you sense the insights emerging about how you can best serve the world. The times I act intuitively and from a place of natural energy are usually the times I make a bigger difference than I anticipate.

After leaving my parents' farm as a 17-year-old to become a dental nurse, I found even in unpleasant moments the joy of helping people. Why do we see people collapse into a chair with a smile on their face at the end of a hard day's work or volunteering, perhaps covered in grime, ash, blood and sweat, but smiling? It's the sense of making a difference, of meaningful work.

You might enjoy your efforts because of an innate sense of joy at putting systems in order, following processes to create results, or the sense of connection and gratitude of those who you're helping. We feel rewarded when we give without expectation - even if we're being paid. It's less about the financial reward, and acclaim of others, it's the joy and freedom of serving from a place of authenticity, with your gifts and abilities.

Have you ever found joy in something, then becoming trapped by comparing yourself, feeling the need to do or be more impressive? We can totally lose sight of the fact or be completely unaware, that what people valued in us was our uniqueness.

Covid-19 is a stressful time in so many ways. Let's not stress ourselves more by trying to wear someone else's shoes, hat or weighty coat. Find the liberation in taking time out, even when you have a few minutes going to sleep or waking, to turn your thoughts to, "What is it I do naturally and take for granted that others appreciate?"



Kerrie Phipps

Kerrie is a leadership coach, author and speaker. Kerrie has been serving entrepreneurs, leaders and teams across Asia Pacific for over 20 years. Her passion is connecting and empowering difference-makers to inspire a more connected, compassionate and collaborative world.

www.KerriePhipps.com

www.linkedin.com/in/kerriephipps/

Ready To Reflect For Mother Earth?

by Andrea T Edwards, CSP

We all have a chance, a beautiful opportunity, to create the world anew. While it's a very challenging time, we have been given a *gift* from Mother Earth – the gift of time to deeply reflect. A time to reconsider how we live our lives and how we shape our collective future. It feels like we've been given a big time out and sent to our rooms, asked to reflect and consider the world we create at the other side of this crisis.

Will humanity take this chance to reflect and change our ways? Or will we miss it, waiting for the next crisis to hit, and the next, and the next? Because with the climate crisis and deepening global inequality, if we do not change, we are ensuring a permanent state of crisis. Do you want that? I certainly don't.

"We've all been sent to our bedrooms for a time out, where we are being asked to reflect and consider our actions."

We can no longer ignore the peril we are in. It's predicted that major ecosystems will start collapsing before 2030 – yes, in our lifetime! Yet we continue to chop down life-giving trees, and we glory in excessive consumption, all while the world gets warmer, the oceans too, with emissions going in one direction – up! We continue to pass nature's tipping points and don't seem capable of grasping the impact it will have on all of our lives.

Young People Are Frightened

When my son was 11, he told me, *"Mum, if it gets too hot to be outside because of global warming, I am going to commit suicide."*

That devastated me! Our children know. They see a future of unbearable hardship. Is that all we are prepared to offer them? We cannot wait for our children to grow up and act. We don't have time. The time to act – and the opportunity – is now.

Deepening Inequality Is A Huge Issue

We have other huge challenges too. Deepening inequality is accelerating due to Covid-19. This puts women and children in greater danger of human slavery and abuse, with millions of jobs at risk or gone. We have an enormous human crisis on our hands, with The World Food Program stating 30 million people face famine, while the World Bank claim that 60 million more people have been pushed into extreme poverty.

"The only way to get out of permanent crisis is for us ALL to reflect on what must change."

This pandemic and the economic fall-out is a terrible experience to live through. However, we must claim this unique opportunity to rewrite our collective future. A future where the sustainability and health of all life on Planet Earth is at the centre of our plans.

Questions For Reflection

With this gift of time, let's ask ourselves some searching questions and find the answers, together.



1. Are you happy with your life – family, home, community, sense of achievement and contribution? Is it time for new directions?
2. Are you questioning the frantic pace of life we left behind? Do we want it to continue?
3. Are you proud of the company you work for? Is it contributing positively towards all life on earth, or is shareholder value more important?
4. Is it time we demand business to change dramatically, versus the lack of consideration of earth's finite resources, with no responsibility for the waste left behind?
5. Are we individually ready to face up to our part in devastation and suffering? Do we continue to accept children suffering in mines to make our phones or computers? Women suffering in the garment industry for fast fashion? Companies like Ikea producing #FastFurniture, made from illegal logging, to feed our insatiable appetites for new?
6. Are you wasting less, buying less, saying no to #SingleUsePlastic, consuming less meat, shopping locally, making plans to reduce your emissions?
7. Is your country polluted and full of rubbish? Are you ready to demand action from the businesses who have profited from it for decades?
8. Is it time to close the wildlife markets, while creating new livelihoods for those reliant on their income?
9. What about overfishing and destruction in the seas? What's the real impact? What's the risk to us?
10. Are you working to be part of the solution to end inequality, in all its forms?
11. What parts of life from *before* should we get rid of? I want the false, ego-centric, hero-worshipping, sales-funnel-pushing nonsense gone. I want us to be real. To be meaningful. You?
12. And to the parents, are we acting to ensure our children have a beautiful future?

We face big challenges. Will you join me? Will you reflect and raise your voice to demand change - on social media, in your communities, your company, and on stage? Will you join a rising chorus demanding better for all life on Planet Earth?



Andrea T Edwards, CSP, The Digital Conversationalist

A globally award-winning B2B communications professional, and expert in social leadership, content marketing, and employee advocacy, Andrea works with the world's largest companies on the transformation needed within to maximize business growth digitally. Own your voice, own your future.

www.andreatedwards.com

andrea@andreatedwards.com

What's Possible At The Intersection Of Families, Business, and Learning?

by Tim Hamons

Parents, hands up if you have created something surprising and meaningful with your children during the lockdown period? And hands up if you're now ready for it to be over?

One thing is certain: with all the pent-up energy in our children and ourselves, we need to create something for them, with them. It's a question of survival and sanity, both for them and us. I'm sure you've seen many inspired examples of families coming up with cool things with their kids. What can we do with this moving forward? What's possible for children and families in the overlaps between home, school and our professional worlds?

What new worlds of learning and possibilities can open up when we accept the invitation to play?

Kids need active play. When our 4-year-old Zelig asked mommy if she would make a slide, she built him a sturdy, sizeable indoor slide with steps and various features. Zelig played on this so much that it needed to be reinforced twice. After sliding every way he could think of, he would invent new ways to use it - while singing songs, or racing together with various toys, objects, and siblings, as a prop with other games. Zelig also asked for a café, and a theatre, which Irene happily made (each one took around half a day to make). They were both humble masterpieces of foam board construction with moveable and collapsible elements, signage, and accessories.



Our daughters Xaen and Aurora both organized and delivered different levels of tutoring. Xaen would assemble a group of Zelig's favorite stuffed toy animal friends to form a collaborative learning team, and Zelig would call each by name to answer a question. Singing, drawing, and telling stories was a way to encourage and reward behaviors, and reinforce learning and lessons. Even older brother Jeri, who is often absorbed with projects, found the opportunity to bond with and teach his younger brother.

As we begin to shift out of global lockdowns and closures of workplaces and homes, what do we want to keep and create for our families and our children?

It's wonderful to observe and experience all of this happening. Of course, the love for our children will drive a parent to figure out how to do whatever we can for them. But during Covid-19 things were different. The longer duration at home, the combination of social, economic, environmental, emotional impacts, the greater call for redesigning our lives and our world. I have considered how we might form a bridge between our children, our homes, and our professional worlds as a way to bring more fulfillment to their lives and our own, as well as a more meaningful and sustainable future.

So let's look at three ideas. Consider them invitations for you to accept moving forward.

Use What You Have

During this time, we've had to re-think how we get things done. So, when our child asks us for something and shopping is no longer an option, other natural instincts kick in to fill the void. With our love and ingenuity, we will find a way to make something work using only what's available. Cardboard french fries were borrowed from the café to teach math and counting. To build large play structures, Irene used recycled boards from client events. Our planet would be grateful.

Find A Bridge Between Your World And Theirs

Our daughter Xaen reflected that to be a more effective teacher was to be more like a friend, and teach at the child's level. Aurora would make her laugh and tell stories through her toys. Every brother or sister knows they have a different opportunity for teaching and connecting which even the best-designated teachers are not afforded. My observation is that they brought out the best in each other.

Accept The Invitation To Play

Kids are our ultimate teachers when it comes to our creative capacity for play. When my wife's and my own head was too full from work, we would simply step outside and submit to our child's invitations. "Daddy, make my friends talk", was an invitation to a form of improvised storytelling with our child's soft toys and vehicles. For Irene, building a happy play structure gave her mind a joyful reset and a sense of hands-on accomplishment.

How Might We Integrate Kids Into Our Life And Work?

Kids love learning, and they want to be a part of the work we do. We draw and use visual storytelling for our clients. During Circuit Breaker I made short videos sharing a simple drawing and a message of encouragement. Zelig joined me drawing alongside on our giant whiteboard, as a kind of improvised and collaborative storytelling.

Growing means adapting. We have all learned to be more tolerant of the signs of home and family on our work Zoom calls. As we begin to shift out of global lockdowns and closures of workplaces and homes, what do we want to keep and create? What have we learned as parents during this time about working alongside our families, and integrating family and professional life? Can we give incentives for parents to create more home-based learning experiences and platforms? Can families and children play a different role in business?

Zelig will be returning to school in a few days. While I welcome a return of structure (and perhaps a bit of sanity), I know that I will miss his invitations. I am energized with understanding how this time with him has brought out the best of each member of our family, and the possibilities of what we can create together.

What have we learned as parents during this time about working alongside our families?



Tim Hamons

For the past 15 years, Tim has supported leaders and teams to make positive change using the power of visual storytelling and creative facilitation. He inspires individuals to embrace drawing as their best tool for thinking, solving problems, and re-imagining possibilities.

<https://www.artofawakeningasia.com/>

timhamons@art-of-awakening.com

How To Overcome Loneliness And Isolation

by Amanda Heal

Loneliness and isolation aren't just problems that magically appeared with the coronavirus. You might think that loneliness and isolation are the same, but they are not.

Loneliness is a feeling of sadness or distress about being by yourself or feeling disconnected from the world around you. Alternatively, loneliness is that negative feeling that arises when our social needs are unmet by the quantity and quality of our current social relationships.

You can feel lonely when you are surrounded by people. I remember when I was studying commerce as a 19-year-old and I'd walk into a theatre with my white cane along with 500 or more other students. I'd sit in the front row with people on either side and feel extremely lonely. This was because I didn't know any of the other students and didn't feel any connection with them except that we were studying the same subject.

Isolation is being separated from other people and your environment. When I was in two weeks of self-isolation after returning from overseas in March 2020, I didn't feel lonely, as I saw my mother every day. She had gone overseas with me, so we felt it was safe to visit. However, I felt terribly isolated, as I couldn't attend church or any of my regular social events, and couldn't even go to the supermarket or out to get takeaway like I used to.

There haven't been any major studies done in Australia on loneliness or isolation. However, the Black Dog Institute suggests that one in four Australians is affected by loneliness.

A 2018 national survey of Americans aged 45 and over showed that one third of adults were affected by isolation and loneliness, and a 2018 study in the UK showed that loneliness was most common in the 15-25 age group.

How Does Loneliness And Isolation Affect Us?

Long periods of loneliness or isolation can have a negative impact on our physical, mental and social health. American researchers say that loneliness and social isolation may increase the risk of premature death by 50%. This is higher than the increased risk caused by obesity or smoking.

What Can We Do About It?

I have suffered a bit of loneliness and isolation in my life, so would like to share 3 tips which helped me overcome these. I hope they will help you too.

1. Talk Regularly To Friends And Family

I don't mean keeping in contact by liking or commenting on social media posts. I mean having real conversations on the phone or online voice chat. During my two weeks of isolation, I found that I was calling friends and family more often than I normally would, and was getting much more joy out of hearing their voices than I used to. It's amazing how much comfort a familiar human voice can bring.

2. Keep Busy

One of the worst things about loneliness is that it can leave a great deal of room for negative self-talk in our heads. When I felt particularly lonely after leaving work, I'd sit and list all the things that were wrong with my life and I'd get into a downward spiral where I'd become more and more miserable.

If I could find something else to focus on to keep my mind busy, those thoughts would go away. When I couldn't find a work task or hobby to keep me busy, I'd turn to an audio book - usually epic fantasy - to keep my mind active.

Another wonderful way to keep busy is to discover and live out your life purpose. This is something that comes naturally to you, that you feel passionate about, and that you feel makes a real difference. If you spend the majority of your time living out your life purpose, your mind will rarely have time to go off on negative adventures of its own. I have discovered that my life purpose is to inspire and encourage others, and even when I'm not working, my mind is usually working on ways that I can do this better.

3. Practice Your Faith If You Have One

Researchers are finding that spiritual beliefs and practices can be effective in combating loneliness. As I get better at practicing my faith, it becomes easier for me to feel God's presence - I just have to reach out to him and he is there, like a friend in the same room. Similarly, as I get better at listening to him, my conversations with him are becoming more two-sided than one-way. But that's just me - we all have our own journeys in that respect.

So, I encourage you, don't stay feeling lonely or isolated. Do something about it today. I have been able to overcome loneliness and isolation in my life, and I know you can too.



Amanda Heal

Amanda is an inspirational speaker, podcaster, and author. Totally blind since birth, Amanda uses her experiences of overcoming challenges in her life to inspire and encourage professionals to take courageous steps to meet their full potential.

www.purposevisionfuture.com

www.thedowhatyoulovepodcast.com

Acing 2020 With 80/20

by Anupama Singal

You may have heard of and applied the Pareto Principle (80/20 rule) many a time. It states that for many phenomena, 80% of the result comes from 20% of the effort. This principle is named after Vilfredo Pareto. Vilfredo was an Italian economist, and back in 1895, he noticed that about 80% of Italy's land belonged to 20% of the country's population. Upon delving deeper to research on this inequality, Pareto surveyed other countries and discovered that wealth was distributed in similar (dis)proportions in other countries too. This led to the birth of the 80/20 rule.

"80% of the result comes from 20% of the effort." - Pareto Principle

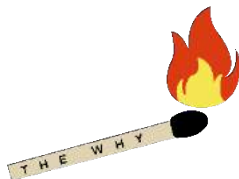
This pandemic has brought a deep sense of realisation for many people and organizations at large, and triggered transformation in our lives. What we focus on now is going to create a big impact on our lives in the coming years.

To cut through the noise, applying the Pareto Principle while making choices and decisions will be more important than ever in the next couple of years. To make it easier to apply, here is a 3-point model I have developed over this pandemic lockdown period. 3 simple concepts to remind us to keep focus on acing 20% of actions that will create 80% of the desired result.

1. The Matchstick

Close your eyes briefly and think about a matchstick.

A short, slender piece of flammable wood with one end coated with a material that can be ignited by heat generated by striking the matchstick against a suitable surface. At some point or the other, we all have probably used a matchstick – to light a candle, start a fire on the stove or for some other daily-life purpose. It is a small and simple tool, it is a trigger, it is a catalyst – to start a fire.



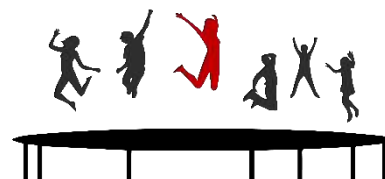
Think about the matchsticks in your life.
What propels you into action and lights the fire within?
What are the reasons behind your actions?
Why do you do certain things?

If you keep the awareness on WHY you are doing WHAT you are doing, your actions will be bolder, and the RESULTS will be more impactful.

2. The Trampoline

Now, imagine yourself to be a small child who is jumping on a trampoline. Visualize who is jumping with you in tandem, who is breaking your jumps and who is clapping for you, cheering you on.

If you abstract this a bit and think deeper, you will realize that your life is made up of tiny fractions of time that you spend alone or with others. What you do when you are alone is your 'being' time and that helps you sow the seeds of personal development, innovation, creativity, and execution.



However, when you interact with others, you are building relationships all the time - and these relationships either boost you, do nothing for you, or pull you down.

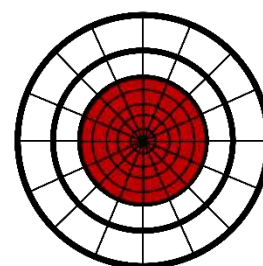
Make a list of 20 people who are constantly inspiring you, creating joy for you, enabling you or cheering you on your path. This is your tribe.

These are the people you want around you when you are 'jumping on your trampoline'.

Who are the 20 people in your life that bring you 80% of your joy and 'aha moments'?

3. The Dartboard

Transport yourself into a game-room and place yourself a few feet away from a dartboard. You are ready to shoot – but before you throw the dart – take a moment to look at your goal. It is a tiny spot at the centre of the dartboard. Now, if that centre spot could expand and occupy more space on your dartboard you could score more points in a jiffy.



Abstract this out and build your dartboard so that you create mini goals clustered around your main goal. With this, with every throw you will be one step closer to your goal.

Create more space for, spend more time on, and give more energy to 20% of those goals that will give you 80% of the result you want.

Dozens of management principles can be applied to life and work, but the 80/20 rule is one of the 20% rules which must be in your toolkit.

We have been given a big jolt, but let's apply the 80/20 rule on our 'whys', our 'tribe' and our 'goals', and focus our actions accordingly to ace 2020!



Anupama Singal

Known for breaking stereotypes, Anupama is a chemical engineer, a post-graduate in fashion marketing, an entrepreneur, a speaker, and an author. She is passionate about body positivity and is on her path to touch a million lives meaningfully. She inspires one to see beyond oneself, live zestfully and purposefully.

www.anupamasingal.com

anupama.singal@gmail.com

The World Will Never Be The Same

by Anwar Jumabhoy

"The world will never be the same once you've seen it through the eyes of Forrest Gump."

This was the tagline from this 1994 movie that I love. Tom Hanks starred in this movie that exposed many flaws in the way the world works.

1994 was a significant year for another reason. It was the year Jeff Bezos founded Amazon. This was followed by other entrepreneurs who created technology giants we are familiar with. Innovation was unleashed by the internet and disruption happened!

Entrepreneurs recognizing changing consumer drive disruption. In the 1990s demand patterns were impacted by the ease of access to the internet. In 2020 we are again witnessing changing consumer needs at a time when technology is on steroids!

Before I write my thoughts let me salute the work by doctors, nurses and all front-liners. They have been supported by bold leaders making tough decisions. A few leaders have also had their flaws exposed. I am reminded of another line from the movie; "Sometimes we all do things that, well, just don't make no sense". Making tough decisions is what entrepreneurs and leaders have in common.

Whilst my wife and I live in Kuala Lumpur, our four children have settled in different cities; Singapore, Mumbai, London and San Francisco. We are living connected and disconnected.

Grateful To Technology For Connectivity

We are grateful to be safe and connected. Muslims recently celebrated Hari Raya after a month of fasting – Ramadan, and I was the only one at home. My wife was in Singapore for a visit, unable to return. Same for the kids, who are in lock-downs! Instead of having meals on the same table, we exchanged pictures of meals eaten at different times and made video calls.

We have all spent time reaching out to old friends, relatives and work colleagues to give them a "thumbs up". I don't think there has ever been a time in our life, that the whole world, rich or poor, weak or strong, and people of all faiths, have been united in a simple prayer.

God, please keep us safe and deliver us from this pandemic.

Meanwhile, we have stopped shaking hands, giving hugs and stand further apart from strangers. This imposition of unnatural behaviours has created an awkwardness. I confess, that I do miss the touch, feel as well as smell and hope the new world will allow this to return.

Communities Are Open While Borders Are Closed

My sense of community has changed. We were previously limited by geography – the people you could have a meal with, a drink with or visit. Distances have become irrelevant. For many borders opened, not closed in this period.

This has been my experience with the Asia Professional Speakers Singapore. It was a challenge to get to the physical venue in Singapore. Now, I participate actively and my interaction is no different to members based there. The benefits have been extraordinary. There are so many other communities that have gone online and opened access to the public. Events are happening daily on LinkedIn, Facebook, etc. that provide both a learning and a connecting opportunity.

I have attended many over the last two months. These come to mind; the Global Digital Conference by the Financial Times of London, Bill Gates speaking with Chris Anderson and Arundhati Roy imploring us to emerge from “The Pandemic is a Portal” as better people. We are all equal online participants and united across countries seeking wisdom, hope and courage to build a better world.

Entrepreneurs Are Not Different People, They Just Do Things Differently

This is the mantra of entrepreneurs. Jeff Bezos and others leveraged technology to remake old business models. Today we are seeing entrepreneurs help communities; from distributing food to providing transport, making personal protection equipment, and helping small businesses move onto digital platforms.

Will they go on to build the mega-companies of the 1990s? I do not think so. Not because they cannot, but because their values are different. This new generation of entrepreneurs want to heal the world. Will it lead to a more equitable world where living conditions, access to food, health and education will become universal human rights? I am optimistic.

Other small business owners, like myself, have remade our businesses and learned new skills. What has comforted me and the message I have been able to pass on is simple. Reflect on the setbacks in your life, you were younger, less resilient and less skilled, yet you prevailed.



The world will never be the same. It will be better and more connected.



Anwar Jumabhoy

Anwar is passionate about helping companies find success by adopting the nine “entrepreneurisms”. He is an active virtual speaker and coach, drawing on more than 30 years of management experience. He follows technology companies and trends across the world.

www.AnwarJumabhoy.com

anwar@jumabhoy.com

Agile Shape-Shifting

by Dee Khanduja

I was abruptly woken by howling winds and a stormy gale, that violently rattled my single-pane window. It was 1987, and the Great Storm had whipped and battered Southern England. Entire trees were yanked from their roots.

At 7-years old, this was my first experience of a natural disaster and terror. I had no idea that winds could be so merciless.

And then the world went on. I went back to school and those fallen tree barks were sawn and repurposed into something else useful.

Tales From My Mama

I remember my mum telling me the story about the India/Pakistan partition. Our family (along with millions of others) had to uproot and move across new borders, leaving their home, belongings, friends and dreams behind.

And then the world went on, and our family repurposed and re-established themselves into their new home.

1990's Recession

As the early 1990's recession hit, I saw my parents lose their business, life savings, hopes, and ambitions. They eventually relocated and pivoted their careers by re-skilling.

Again the world went on, and my parents repurposed themselves into something else useful.

2008 Economic Downturn

In 2007, I arrived in Singapore full of wild ambition to launch an employment agency. Little did I know that 2008 would be the onslaught of a global recession leading to mass redundancies. These were not prime conditions to launch an employment agency.

Still, the world went on. We repurposed our goals and rebuilt our value-stack. We spearheaded a change in conversation with clients.

We repurposed our goals and rebuilt our value-stack

Value-Stack

During a recent call with a client, I invited him to look at his personal value-stack to see if it 'held water' in line with the pace of change, and his company's grand vision. I shared three words to help him focus his leadership strategy. Futurist, opportunity and shape-shifter.

1. Futurist

Imagine what the future may look like for your line of work in 1-5 years? Now visualise a cautious, pragmatic, ambitious, zany (or your choice of adjective) view of the world. How would each of these worlds be functioning?

2. Opportunity

In all imagined futuristic worlds, the most agile shape-shifters will lead the way. Ask yourself what opportunities do you see in all future concepts of the world? What role could you/your company/your team/your family and friends play in a new world dynamic?

Then re-evaluate your value-stack, by up-skilling, re-skilling and growing in value.

3. Shape-Shifter

By definition, shape-shifting is the ability to transform. I believe this will become the most critical skill to master in our work and personal lives. Consider the superpowers of a shape-shifter:

- A shape-shifter can repurpose themselves to take advantage of current times.
- A shape-shifter is agile and can anticipate different scenarios.
- A shape-shifter can emerge from calamities, as they shift their shape just in time.

Make agile shape-shifting a life-long vocation

Repurpose

Imagine, those fallen trees from the Great Storm of 1987, their barks repurposed for fuel, houses, furniture, paper, or perhaps books to inspire the greatest of minds.

It is those who are able to repurpose themselves by constantly re-examining their 'value-stack', who will survive violent storms of change. This is the essence of being a shape-shifter today.

Stacking Value

Whilst anxiety envelopes many of us, I invite you to consider a life-long vocation of being an agile shape-shifter. Continuously growing our value-stack will become the key focus for leaders and organisations, to keep pace with change and really show their mettle.

Who are the people currently focused on shape-shifting? Who is busy repurposing on purpose? Who is evaluating their value-stack?

When this pandemic moves to our history books, so perhaps shall the stories of the agile shape-shifters.

Will you be amongst them?



Dee Khanduja

Dee is an entrepreneur, coach, speaker and writer. Her business has served over 450 corporate clients across Asia. She works with corporates on business development, sales, networking, and story-selling techniques.

www.3CSynergy.com

www.linkedin.com/in/deekhanduja

Leading With Freedom

by Meital Baruch

Freedom. Mostly we take it for granted. But when something serious happens that is curtailing our free movement, we suddenly realize how indispensable freedom is to our way of life.

While taking my evening walks near my seaside neighborhood, I began to notice many more wild animals roaming about. It is almost as if they are reclaiming their natural habitat as humans retreat. I even saw playful dolphins the other day!

Could it be that our freedom and industry come at a huge cost to others? My mind then wanders to wild animals who are supposed to live in nature but are in cages. They do not have the ability to demand freedom, but it does not mean that it is not important to them. Perhaps my imagination was taking me too far (or Netflix overdose!) but I even began to theorize that Covid-19 is really the result of a well-executed revenge plan by wild animals.

As I drifted back to reality, I started contemplating the significance of freedom in leading multicultural teams. Specifically, how can a leader leverage the benefits that a sense of freedom provides, to enable a productive and happy team.



A good starting point is asking yourself these questions:

1. Do I Encourage My Team To Communicate Freely?

I often hear western-orientated leaders lamenting about their Asian team members keeping quiet in group discussions. But do they really understand the underlying cause? One technology leader recently shared with me that he was so fed up with lack of active participation in R&D sessions that he decided to stop attending them for a while. He was astounded to subsequently find out about the lively discussions and ideas generated in his absence.

Cultural values play an important role in what and how much we share. In many cultures, people are not accustomed to speaking up in front of their boss. But being too respectful may also contribute to disaster.

In the 1997 aviation tragedy of Korean Airlines flight 801, culture seemed to influence the communication style in the cockpit. The first officer politely pointed to instruments, instead of directly challenging the captain by telling him that the plane is about to crash.

Leaders should foster a conducive environment that encourages team members to express their thoughts, ideas and opinions freely. In doing so, leaders should also be cognizant of the cultural background of the team and adjust the communication platforms accordingly.

Covid-19 is a great equalizer. It affects all regardless of class, race, gender or nationality, making it an opportune time to encourage an inclusive communication culture.

2. Do I Give My Team The Freedom To Choose?

Much has been written in western books about the importance of autonomy and independence at work. Autonomy has been identified as a key factor increasing satisfaction and motivation at work. In Asian scripts, however, the focus is much more on the importance of obedience.

The manifestation of these values can be clearly seen in the reaction to Covid-19 lockdowns. In cultures that highly value obedience, leaders do not generally struggle with people disobeying the rules, contrary to western counterparts.

These values are not necessarily contradictory when leading a team. There is a time and a place for employing both, depending on the team's objectives, agenda and members' attributes.

Many years ago, my new boss surprisingly announced, "I don't care when you arrive in the office or how long you stay, as long as you do your job". This was highly liberating for me and pioneering for the time.

"I don't care when you arrive in the office or how long you stay, as long as you do your job".

3. Do I Allow My Team The Freedom To Fail?

How we perceive failure has an impact on how much we allow others to fail. Some cultures believe that everything must be done to avoid failure. Taking risks is not their preferred style. Other cultures believe that embracing failures and making mistakes is the only way to learn and encourage innovation.

Finding the right balance between avoiding and taking risks is the key. You may not want to turn the office into a laboratory, but by allowing your team to experiment from time to time, you give them permission to grow.

In these unprecedented times, society faces many losses encompassing both lives and livelihood. But on the other side of this crisis, there are profound lessons learnt and distinct choices to make. Could it be our calling to spread more freedom to all forms of lives on our planet? Are you ready to lead with Freedom?



Meital Baruch

Consultant, trainer and speaker with specialism in the areas of cultural intelligence and global mindset

www.global-mindsets.com

meital@global-mindsets.com

Angel Of Delight

by Avi Liran

I could not fall asleep; I had been invited to conduct a workshop for cancer patients and their family at the Mount Elizabeth Hospital. I tossed and turned throughout the night, suffering from a severe attack of imposter syndrome: “Who am I to deliver our light-hearted messages to people who are in combat with death? I was afraid my message of joy might be offensive and hurt their feelings?”

If I were a phone, my screen would be signalling a low charge warning. Driving to the hospital, I was praying for energy, for a sign to ensure me that I could pull this off. I thought about calling in to say that I am sick, then found myself already parking the car at the hospital.

Exhausted and worried I had one more issue. My anxiety was churning my gut to produce a lot of gas. I headed straight for the toilet, opened the door, and saw an incredible sight; an Asian looking man in his thirties peeing and singing a gospel song out loud. “The Joy of the Lord is my strength...” I started laughing and could not stop, it was hilarious. The funny man started to laugh too and for a few minutes we were both laughing like crazy.

I introduced myself and asked, “Do you always sing when you pee?”. He answered with a smile “My name is Onassis. I am a hand therapist and a pastor. I am singing the song that I will be singing for my congregation this Sunday. I work in a very stressful environment. I see patients after trauma, many of them are depressed and exude negativities. Singing also refuels the joy within me, it gives me the strength to continue giving from my Heart to others.”

Our joyous meeting had charged my battery, but I still needed an espresso, so I offered to treat my new friend to a coffee. Onassis politely refused, then insisted that I follow him to his clinic so that he may brew me a coffee in his pantry! I shared with him my insecure fears about performing to a group of terminally ill people and my weariness from sleeplessness.

“Once the patients believe, healing is exponentially faster.”

I noticed a few wooden cylinder sticks like mini ice-cream cones on his table. Each one had different type of surface, “What are these?” I asked. “I use these to help people re-learn to feel and decode different kinds of surfaces.”

I asked, “What is the portion of motivation and physical therapy in your practice?” “80/20”, he replied. “When people come to me, they usually relive in their heads the critical moment when their hand was cut. Many of them blame themselves for their stupidity and cling to the agony of their loss. In that state, they make very little progress even if my therapy session is the best. You see, Avi, many of them are in a very bad emotional state of mind. They are stuck in victimhood, denial, frustration, and depression. Some lose the sense of hope. Their system produces stress hormones which suppress the effectiveness of their immune system. I motivate them by telling them that the light at the end of the dark tunnel is near because there is a curve. Once they pass it, they will see the big light. Now they need to put their other hand on my shoulder and walk after me. You see, Avi, motivation is 80% of what we really do. Once the patients believe, healing is exponentially faster. Now you go to the second floor and do your workshop. You will rock”.

I showered Onassis with thanks, then dashed down to fearlessly deliver one of my best workshops so far. At the end of the workshop, a beautiful lady approached me with her two young daughters and said: "Avi, over six months ago, doctors told me I had only three to six months more to live. Today, in your workshop, I smiled, learned, and laughed with my daughters. The ability for the girls to see me happy and not suffering is a precious gift that you gave us. I hope they will always remember these delightful moments with me today." Tenderly she then took off her shoe to reveal a blister that almost covered almost her entire foot and said. "When cancer pain presents, it can seem unbearable, and this is the result of the medication, but when I can laugh and smile like today, much of the pain subsides, then I am able to sleep without medication. Thank you, Avi, for what you shared with all of us today."

"... but when I can laugh and smile like today, much of the pain subsides, then I am able to sleep without medication."

Onassis was my 'Angel of Delight'. Whether our restroom meeting was divine intervention or coincidence, his compassion, hospitality, generosity, support, and spontaneous coaching made a difference in my life and transmitted an immediate positive ripple effect on to others.



Each one of us has the capacity to delight. Do not underestimate your ability to delightfully contribute. Every action of delight does make a difference.

During the pandemic crisis, millions of people around the world made the choice to contribute to others in need. Their generosity transformed ubiquitous feelings of helplessness, worries and fear into being useful, helpful, and hopeful.

The question is: for whom will you be an angel of delight for today? There is no better time than now to grow your angel wings, to soar and make a difference.



Avi Liran

Chief Delighting Officer

On a mission to delight the world.

One person, one organisation, one community at a time

avi@deliveringdelight.com

www.aviliran.com

Are You In Your Own Way?

by Cindy Tien

A coaching client of mine, Lily, recently called me and started bawling over the phone. “I’m such a bad mother,” she sobbed. Lily shared that she is having problems managing her behaviours when she is at home, and she gets triggered into rage easily whenever her children starts to get rowdy or fight with each other. And when that happens, she cannot help but to snap, scream or even aggressively hit them. These behaviours have caused her children to be terrified of her and her husband to be cold towards her. Suffice to say, her out-of-control behaviours have brought her family a lot of distress, especially during the Covid-19 pandemic season where they must be home with each other every day.

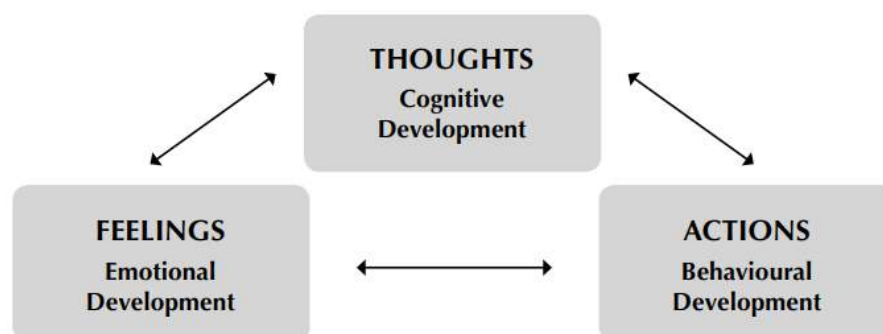
Bad Auto-Pilot

Have you ever been in a situation like that before? Where you go into an auto-pilot mode of doing something which is out of your control? For example, some of us may use profanity when we get irritated, or criticize our spouse when they do things that do not meet our expectations, or hyena-yell at our children when they misbehave. And often our intentions are not bad, after all these are people we love, but somehow we cannot control our behaviour.

If this sounds familiar to you, here’s what has happened: we have developed a pattern of behaviour. And as the word “pattern” implies, it is something that repeats itself. All of us have different patterns that we may not be conscious of. And because we are repeating these behaviours over and over again, they become solidified to such an extent that they become an addictive habit, which is difficult to change. Our patterns of behaviour can lead us to success, failure, or mediocrity. So unless we take the time observe our usual patterns and change them, we will always be a slave to them.

Patterns Of Behaviour

Our behaviours are prompted by our feelings, and our feelings are prompted by our thoughts. And the loop of our thoughts, feelings and actions goes in a continuous cycle until we choose to break this chain.



And it usually starts with one thought. In Lily’s case, whenever her children get rowdy the first thought that comes to her mind is, “Why the hell are you all doing this to me again?” And when she thinks that way, anger rises within her which become an uncontrollable rage, causing her to blow up, resulting in her aggressive behaviours. So our behaviours (actions) really stem from our thoughts.

So what can we do? Here's a suggestion: NIP it in the bud - Nail, Interrupt, Practice.

1. Nail

Nail that thought. When an event that triggers a negative thought occurs, STOP. Recognize that thought and do not react. This requires us to practice mindfulness and to slow down the need to react immediately. Give yourself a minute to observe that thought by walking away, getting a drink of water, or doing something to disengage from the situation. Make time daily to observe your thoughts and to ask yourself why you might think those thoughts.

2. Interrupt

If you know that your thought is not a healthy one, change it! We are not robots, we have options and we can choose. So interrupt that thought and replace it with something else. Using Lily's example again, instead of allowing the thought of, "Why the hell are you doing this to me," to sink in too deep, she could interrupt it by asking herself an empowering question. For example, she could ask, "how can I use my influencing skills now?" Or, "how can I handle this situation in a calm and assertive manner?" Interrupt that thought and change it to something empowering for you. Ask a quality question.

*"The quality of your life
is a direct reflection of
the quality of the questions
you are asking yourself."
- Tony Robbins*

3. Practice

Is this going to be easy? No way! Remember that your patterns might have been solidified for years and it is going to take time to change them. It probably won't be successful the first few times you try to do it, and it can feel frustrating because you are defying your usual pattern. Practice interrupting your thought pattern repeatedly until it becomes a new pattern for you: a pattern of success.

So the next time you sense that your internal fire alarm is about to go off, or when you feel that you are repeating nasty behaviours incessantly, remember to NIP your thoughts before they spiral into a vicious cycle of unhealthy patterns of behaviours. And most importantly, be patient and compassionate with yourself and do not give up!



Cindy Tien

Since 2013, Cindy has inspired corporate clients and individuals to build their personal brands through speaking engagements, seminars, and coaching programs. With over two decades of experience in client-facing roles, Cindy takes pride in helping individuals develop true presence with authentic confidence and external influence. Connect with Cindy at:

www.linkedin.com/in/cindytien

Tips To Boost Your Creative Mindset

by Cyriel Kortleven

Attention! The world has changed drastically. Boosting your creative skills becomes more and more important to stay ahead of the competition. Creativity can help you to break your fixed thinking patterns so you can further if you want to access an abundance of ideas, an open attitude and a new world of possibilities.

Welcome To The Never Normal

The world is different. Think on your feet. Adapt to new situations. Keep learning new things on a daily basis. Continuous learning and adapting to new situations has become essential for survival. Creativity and innovation are becoming very important sources of added value. Welcome to the never normal.

Out of the Box or Out of Business?

Move From Idea-killers To “Yes And...”

I have to disappoint you because there isn't a magic formula to get new ideas. A lot of times, new ideas arise on moments when you don't expect them (in the shower, in bed, in a traffic jam). But structured creativity is often hard work. There are a few simple skills that will help you to generate lots of ideas when you need them. For me, the two most important words to develop an open, creative mindset are “Yes, and...” These words combine several values: a positive attitude, openness to possibilities and suspending judgement.

If you can go from a “Yes but” to a “Yes and” attitude then you've already conquered the biggest challenge. And I've made an acronym of the letters “Yes and” with the other basic principles to give a boost to your creative power.

Yes And... Suspend Judgement

Judgement is very important. Your judgement helps you to make thousands of decisions daily. Your judgement is based on your previous experiences and knowledge. By definition, new ideas don't fit into existing schemes of thought so the danger is that judgement very often occurs too fast when a new idea is launched. That's what we call the idea-killers – expressions like “yes, but... no money, no time, it already exists...” In order to process original ideas, we will need to develop a more subtle use of judgement – postpone your judgement and go into a “yes, and” mindset.

Explore: Discover The World With Different Eyes

We trust our perception in order to explore and interpret the world around us. And changing perception is not easy because, patterns creep in. Furthermore, often-repeated patterns tend to become more and more dominant. We can only see what we think is there and science proves that perception consists of information gathered from outside only for 20%; consequently 80% is produced in the brain itself. Exploration or creative perception is recognizing patterns in your own perception and setting yourself free from these. Many changes begin with a new way of looking at things.

Suppose: Use Your Imagination

Visual language is generally less respected than verbal language because most school education strongly emphasises the language of words. This is reflected in companies and organisations where we often notice a lack of visually imaginative skills. But imagination is a crucial skill for a creative thinker. Imagination is the capacity to represent in the mind something that cannot be seen at that moment. It's not only a visual image but also sounds, smell, taste and touch as well as abstract notions such as ideas and concepts. Imagination can be stimulated by asking a lot of questions.

Associate: Create Flexible Connections

Our brain cells are interconnected and continuously transmit signals to one another. Association happens when one thought generates another "this makes me think of..." connection. There's a danger that some connections are stronger than others because they are repeated several times and every repetition reinforces the connection. Forcing yourself to create new connections and associations helps to find less obvious tracks and can generate new ideas. Speeding up while making associations is a good method to find less obvious connections.

Next Idea: Diverge

The first thoughts that arise are based on common sense. That's very efficient and when searching for a solution, we tend to stop when we have found a reasonable solution. Diverging is switching off our spontaneous tendency to stop when a common sense solution has arrived and continuing to come up with ideas. You automatically reach the limits of what you can spontaneously think of and go beyond them. Giving yourself a limited amount of time to diverge is a better way instead of limiting the number of ideas that you want to generate.

Do It Now: Making Ideas Happen

An idea is just a thought of the mind (or some words on a post-it). The real challenge is realizing ideas and making them happen. Making ideas happen is very hard work and having the guts to break some fixed thinking patterns. And you will come across a lot of nearlings. A nearling is a positive word for something new that you did with the right intentions, which has not (yet) led to the right result.

Don't Mind the Change. Change Your Mind.



Cyriel Kortleven

Cyriel Kortleven is an award-winning global keynote speaker on the change mindset. He inspires organisations like Bayer, Nike, IKEA, NASA, and Unilever in 33 different countries on 5 continents. Cyriel is the living embodiment of engagement, using a lot of interaction and humour. Ready for a Belgian boost of creativity?

www.cyrielkortleven.com

cyriel@cyrielkortleven.com

What Leaders Can Learn From The Corona Crisis

by Dr. Frank Hagenow, CSP

Job advertisements for managers often read like a character description of a superhero:

- A team player, but has charisma
- Confident in a crisis situation, but fair to all employees
- Assertive, but has diplomacy
- Customer-oriented, but efficient
- Innovative, but conscious of tradition

It's like they are looking for a titan who has every superpower going and is always prepared to put these into service at a moment's notice. But there is a discrepancy between ideals and reality, especially in crises which can amplify personal weaknesses and uncertainties. This means that managers often invest a lot of energy into maintaining the appearances of being a sovereign leader.

How Demands Have Changed

When we were hit by the coronavirus worldwide, the previous world order was severely disrupted. And in response to a virus that has had zero respect for national borders, different governments and world leaders have dealt with the situation in very different ways. We've seen everything from 'strict lockdown measures, tight testing and quarantine measures' to 'complete ignorance of the crisis and no social distancing whatsoever.'

*In times of crisis, incompetent leaders look for applause and for someone to blame.
Responsible leaders look for solutions.*

In a crisis like this, demands on managers have changed significantly. Even if there is always a quick call for the strong man with the speedy solutions to all problems, no individual in our globally networked world has the competence to make the right decisions for everyone on his or her own. And it has never been more important to have teamwork when facing complex problem scenarios – where you want to encourage individuals who are closest to challenges to come together and tackle problems they're best placed to solve. This is a time for responsible managers to gather experienced experts together and listen to what they have to say. And it's a time for cool heads and selfless personalities to come together for everyone's benefit.

Affected In Different Ways

As a result of coronavirus (both the number of cases and deaths) many people have been affected in different ways. Essential workers in hospitals, nursing homes, police stations and pharmaceutical companies have been suffering from excessive demands while others have lost some or all of their work, particularly in aviation and tourism. As a consequence

*The only thing
that really
stays the
same is
change.*

of trying to combat the coronavirus, many companies have had to stop or put their businesses on hold indefinitely.

At the beginning of the crisis, for example, the German airline Lufthansa completely closed down one of its subsidiaries, Germanwings, decommissioned all 14 large-capacity Airbus A380 aircrafts, and won't operate them again even after the crisis.

Building A New Trust

Even on a smaller scale, managers have been faced with major challenges. Leaders have had to give up control and build a new trust by maintaining close connection with employees as they work from their homes – motivating and standing by them, even when they are feeling helpless or uncertain. And switching to more digital forms of working and leadership has meant breaking new ground for many managers too.

What Is Expected Of Managers Right Now

These constantly changing situations place completely new and different demands on managers and business leaders. The higher up you are in the hierarchy of a company, the less detailed technical competence is required for your success. Instead, more social competence and better listening skills are required to manage others. And faced with rising complexity and constant change, you need close connection with your colleagues to make better decisions.

Here are four areas where you should focus your efforts:

1. See leadership as being about empowerment and guidance for personal growth for your team members.
2. Engage more frequently with your team to keep them excited from a distance through multiple communication frameworks – where you make it easy for everyone to stay in close contact with you and their peers (both formally and informally).
3. Listen and invest empathy, time, and patience into helping your team to maximize their potential and to perform at their best.
4. Be patient with yourself as you learn new technologies and the art of remote leadership.

Regardless of your management position, choose to question more often and to learn more during this crisis.

Stay safe, stay decent, and stay human.



Dr. Frank Hagenow, CSP

Frank is a German psychologist, CEO coach and author. Through his speeches and coaching, Frank Hagenow supports managers in building long-term trusting relationships with employees and customers. He helps them to make the right decisions in difficult situations and to win over people with ethics and decency. Frank lives in Venice.

www.frank-hagenow.com

office@frank-hagenow.com

Acknowledging “I Don’t Know” Can Activate Your Leadership Superpower

by Karen Leong

“I’m a traditional banker. I don’t know tech. But when I landed the role, it turned out to be an enabler.” A leader who heads digital transformation at a major bank once said this at a panel discussion I moderated.

“Had I come from a tech background, I would have operated in the realm of the possible”, she added. “However, because I did not deep dive into the technology aspects, but looked at what customers wanted, I could focus on the desirable.”

Her embracing of an “I don’t know” mantra struck a chord. These were not words you expect to hear from a seasoned corporate leader. The deeper lesson here could be applicable to every area of our life.

And that is, ‘I don’t know’ can activate your leadership superpower.

I know that acknowledging our limitations goes against the grain of everything that we have been brought up to believe. We were told to study hard to ace exams and avoid not knowing in school. When we entered the working world, we were hired, rewarded, even promoted for our knowledge and what hints of competence knowledge provides.

Yet, when we take on the mantle of leadership, this quest to know everything can be counter-productive, even disempowering, in a world of constant change and rapid disruption, where adapting requires acknowledging we do not have ready-made solutions to fresh challenges.

Here are three reasons why:

1. Knowing Can Quash Initiative And Innovation

Steve Jobs famously said: "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do." Yet micromanaging is everywhere. When we believe we know everything, we are unlikely to allow others to share their perspectives. This not only prevents new innovative ideas from being surfaced, but also inhibits the professional growth of people we work with.

I once coached a leader who was so beholden to knowing everything that she could even complete her staff’s sentences. Naturally, her team soon stopped speaking up and went along with whatever she said. Then she complained they were not proactive and did not offer any good suggestions.

2. Knowing Can Limit Our Perspectives And Quality Of Decision-Making

When we believe we know we are less likely to ask questions. We tend to talk more and listen less. Talking may help clarify our thoughts, but it is listening that helps us learn, discover more information and options and widens our horizons. Thus *not knowing* broadens our perspectives, enhances the quality of our decision making and often makes them more inclusive.

3. Having To Know Everything Generates Undue Stress

As the world becomes increasingly digital, with new technologies reshaping our world, leaders will lead people smarter than them, in roles that did not even exist just a few years ago. Trying to cope with this and also aiming to be domain matter experts in a dozen different disciplines can be a futile quest.

For too long, we have bought into the invincibility of the all-knowing leader. While this style does have its time and place, its vulnerabilities have been exposed as the world battles Covid-19 – probably one of the most massive disruptions of this age.

Enlightened leadership is having the courage to acknowledge we do not know everything, and the clarity that we do not need to if we have the right team with the expertise working on it and can count on their expertise in critical areas. This point is emphasized by Jim Whitehurst, president of IBM, “Being open about the things I did not know actually had the opposite effect than I would have thought. It helped me build credibility.”

Each one of us can easily unleash our *I don't know* superpower with some fairly straightforward actions. Here are five of them:

1. Learn to say it out aloud. Try it. There! See that wasn't so hard after all. And didn't it feel liberating?
2. Listen when people who know respond to you.
3. As they share, look for those pieces of the puzzle that can help you assemble the bigger picture and make better decisions.
4. Remember, you as the leader have the bigger picture, even though the people you lead may be domain matter experts. You can hone and trust your people skills to coordinate efforts and support them in achieving the task on hand.
5. Most importantly, encourage your team members to learn new things and grow, so that they stay engaged, happy and motivated.

The opposite of knowing is not ignorance, but learning.

Riding the *I don't know* train can be scary. However, when we embrace our curiosity in people and things, we tap into a courage to unleash the power of not knowing. This invites people to jump in with us. It enables us to fully leverage the collective genius, creativity and passion of our teams.

Don't take my word for it. Try it, and experience the difference.



Karen Leong, CSP

A transformation expert, Certified Speaking Professional and the author of *Win People Over*, Karen empowers teams to thrive on change. As the co-founder of award-winning organisational development firm, Influence Solutions, and the global leadership summit *Rise Through The Ranks*[™], she has inspired thousands from over 70 countries.

www.influence-solutions.com

karen@karenleong.com

How Steep Is The Climb?

by Khyati Kapai

In a study led by the University of Virginia, researchers analysed people judging how steep a hill was. The results were that participants perceived the hill as 30 percent *steeper* when they were in a sad mood, and judged it as being 20 percent *less steep* when accompanied by a friend. This led to the finding that the brain perceives challenges differently depending on our mood and sense of social support. In fact, positive psychologists confirm that brains fuelled with positivity and social connection are more motivated, resilient, creative and effective at problem solving. This is the mindset we need most for the challenging opportunities ahead.

“Brains fuelled with positivity and social connection are more motivated, resilient, creative and effective at problem solving.”

Challenges related to Covid-19 may feel insurmountable and dizzying. But by scaling the heights of our mental resilience as well as the breadth and depth of our social connections, we can conquer new summits. Here are five climbing tips from someone scared of heights.

1. Climbing With Friends

Face-to-face interactions are incomparable, but how inclusive are they? How connected do you feel to a speaker from the back of a room full of people compared to listening to her across the web camera with your headphones on? On digital platforms everyone is a tile, so we may, in fact, find it easier to foster equality and inclusiveness.



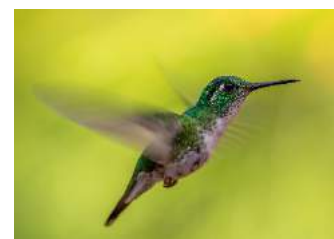
After a recent online workshop, one participant shared that a colleague she met in the virtual breakout room was one she had worked with in the same building for six years, but they had never met before!

Recently, a stadium seated 10,000 soccer fans, all on Zoom, to create a virtual grandstand. This allowed more fans to have access to the same experience. In a world of physical distancing, are we being innovative about harnessing social connection virtually?

In a world of physical distancing, are we being innovative about harnessing social connection virtually?

2. Climbing With Rhythm

Has your work and personal life fused into one long and exhausting day? We need to instil work habits that honour the boundaries between personal and professional life to prevent burnout. Humans are designed to be rhythmic. Without the change in environment for most of us, we have skipped transitioning into the different parts of our day.



Productivity gurus tell us to approach our day as a series of work-sprints, which are fuelled by intermittent renewal. This will help us maintain our energy levels and enthusiasm throughout the day.

3. Climbing With Focus

Have we forgotten that multi-tasking is a myth? Too often we are digitally distracted while trying to focus on a task. We think we are working smart by clearing emails while, say, supervising home-based learning. But if both tasks require sufficient attention, we are, in fact, switch-tasking at a rate which is depleting our mental resources. I have adopted the following approach to the work portion of my day. I pre-determine whether my next work-sprint is going to be a period of creativity or period of clearing (clearing emails, admin). While I am writing this article, I am signed out of email and Whatsapp Web, and my phone is nowhere near me (the temptation is too great). Lasting happiness is what we experience when we perceive progress towards our goals. If my first work-sprint of the day is a creative one, the sense of accomplishment fuels me throughout the day.

"If my first work-sprint of the day is a creative one, the sense of accomplishment fuels me throughout the day."

4. Climbing With Breaks

How many breaks do you really get working from home? We are burning out from all-day marathons. Talking to a friend, playing a game, taking a walk outside, a shower, a yoga session, meditation – these are all “non-screen time” breaks that reset me for the next work-sprint.



Sometimes, if there just isn't time to take a break, breathe into your next sprint. Even a few deep breaths can be a powerful weapon against stress. Try it now before you continue reading.

5. Climbing With Protection

How are you protecting yourself from fatigue and stress? The Dalai Lama indicates that discipline is a form of self-protection. One of the greatest forms of self-care we can show ourselves is to exercise discipline in the choices we make. Maintaining the discipline to take breaks as well as being intentional about my use of technology and devices have been my greatest forms of self-protection. What are yours?

*"It's not the mountain we conquer but ourselves."
- Edmund Hillary*



Khyati Kapai

Executive coach, speaker and trainer in the areas of interpersonal communication and positivity-led performance.

www.yzer.com.sg

k_kapai@yzer.com.sg

Leading Positively in Crisis

by Sha-En Yeo

News of Covid-19 hit like a huge wave, resulting in closed borders, economic standstill and countries scrambling to contain the virus. Businesses started to face the stark reality - that revenue was going to plummet, and tough times would be coming. In the midst of such crisis, how can leaders continue to lead positively so they can ride atop this wave and emerge stronger than before?

Brain In Crisis

When we experience stress or a perceived threat to our well-being, blood and oxygen flow from the thinking part of the brain to the feeling part of the brain - what psychologists describe as an *amygdala hijack*. As your body gets into fight or flight mode, you may find yourself reacting automatically to the stress, affecting your ability to think clearly, make rational decisions or control your responses.

Be Steady

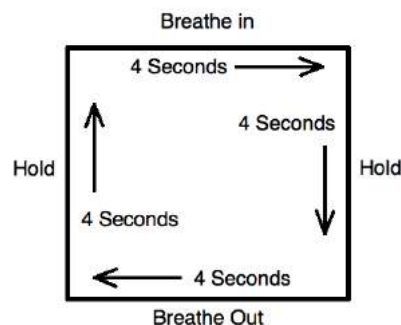
As a leader, it is important to be able to manage this hijack well and remain steady. Your employees will be looking up to you, seeking assurance that you will be able to successfully navigate the crisis. Here's how you can take control of the hijack:

1. Pause

When you notice that you are feeling overwhelmed, pause. Pausing allows you to recharge and temporarily put down everything that's weighing on your mind, creating space for you to do a reset. Like a machine, continuing in overdrive could lead to burnout.

2. Breathe Deeply

Practice box breathing to calm your nervous system. Breathe in for four seconds, then hold your breath for four seconds. Next, breathe out for four seconds, then hold your breath for four seconds. Keep doing this until you feel calmer.



3. Observe Your Emotions

Observe your emotions - as if you are watching these emotions on the television screen, without having to claim them as yours. You don't have to take any action, nor judge any emotion that arises. In this way, you are creating space between you and your emotions, and they no longer have as much control over you.

4. Name The Emotions

The final step is to name the emotions. Researchers have found that naming your emotions, for example, "This feels like anger," can dampen the reactive amygdala, calm your nervous system and reinstate logical thinking.

Going through the four steps above, you are likely more calm, objective and rational. It is in this state of mind that you can effectively make decisions.

Lead Positively

Positive leadership in times of crisis does not mean putting on a smiling face and pretending all will be well. It means providing a light amidst the darkness, assuring your employees that you will be there to guide them. Utilize the following strategies:

1. Communicate Clearly, Factually And Transparently

Be clear on your key message, and share the facts of the situation. Share good and bad news, what you know and don't know. Such transparency promotes trust, strengthens relationships, reduces misunderstandings and could lead to problems being solved faster.

2. Empathize And Reassure

Step into your employee's shoes to identify what they might be experiencing. Acknowledge their challenges and struggles so they know you care. Reassure them that you (and the company) are doing all that you can to support them.

3. Show Appreciation

Showing appreciation to your employees will go a long way to boost morale. When you take time to recognize their contribution and effort, they are likely to go the extra mile, remain engaged and stay committed to the company. This could be a personalised note, team shoutout or offering time off so they can be with their family.

4. Convey Hope, Optimism And Unity

Share your vision for getting through this crisis, and engage them on how to achieve it together. This unites them towards a common goal, conveys hope that things will get better and galvanises them into action. Convey optimism by focusing on the strengths, successes and opportunities that exist.

“Convey optimism by focusing on the strengths, successes and opportunities.”

These four strategies can help you maintain the morale of your employees, allowing them then to spend their energy, time and resources into putting in their best work.

Your Role Is Critical

A leader's role cannot be underestimated. In times of crisis, your ability to stay steady and lead positively will make the difference between sinking under its weight or rising strong above it.



Sha-En Yeo

Sha-En is a TEDx speaker, best-selling author and graduate of the Master of Applied Positive Psychology (MAPP) at the University of Pennsylvania. Over the last 10 years, she has designed and delivered corporate wellness programs for over 10,000 people in Singapore and the Asia Pacific region.

www.happinessscientists.com

shaen@happinessscientists.com

Five Lessons I Learned Along The Nakasendo Trail That Will Help You Weather The Current Storm

by Su-Yen Wong



As part of our preparation for Everest Base Camp in support of mental health, my husband and I hiked the Nakasendo Trail in Japan last May. Seven days, 130 kilometres (80 miles), with everything we needed on our backs.

The Nakasendo (中山道, Central Mountain Route) connected Kyoto and Tokyo during the Edo period (1603-1868) and meanders its way through 69 post towns which served as rest areas for travelers along this ancient route. The trail traverses country roads; forests of cedar, cypress, and bamboo; and picturesque villages. A number of these

villages have been beautifully preserved, and some businesses there, including *ryokans* (or traditional inns), have been in operation for hundreds of years.

On the seventh and final day of our journey, the weather took a turn for the worse. Instead of the crisp blue skies we had grown accustomed to, we awoke to a thick cover of grey clouds, heavy mist, a steady drizzle, and chilly temperatures. That day, as we braved the elements, I had an abundance of time to contemplate five lessons which I believe are apt metaphors for how we can weather the storm wrought by the Covid-19 pandemic.

1. Don't Let A Little Rain Put You Off

Quite frankly, the day looked miserable from the start. We had 16 kilometres (10 miles) to cover, including what appeared to be a strenuous uphill climb to cross the final mountain pass. It would have been easier to hop on the next train back to Tokyo. However, we agreed that having come this far, aborting the mission wasn't really an option. And anyway, what's a few drops of rain?

Life is filled with uncertainties, and we can find a hundred reasons why we should not wake up early to exercise, embark on a new project, or reinvent our careers. Rather than letting obstacles hold us back, half the battle is about jumping in and giving it our best shot.



2. Push Ahead When The Going Gets Tough

As the hours and minutes ticked by, temperatures fell to a bitter 11 degrees Celsius (51 degrees Fahrenheit) while the incessant rain tested our resilience. Trudging along the dreary path, in silent contemplation, my backpack felt heavier by the minute.

We were soaked, and after six straight days of full-on hikes, my muscles were screaming. And yet we persevered. Don't let the trials and tribulations along the way obscure your end game vision. You, too, can do it!

3. Stop To Help

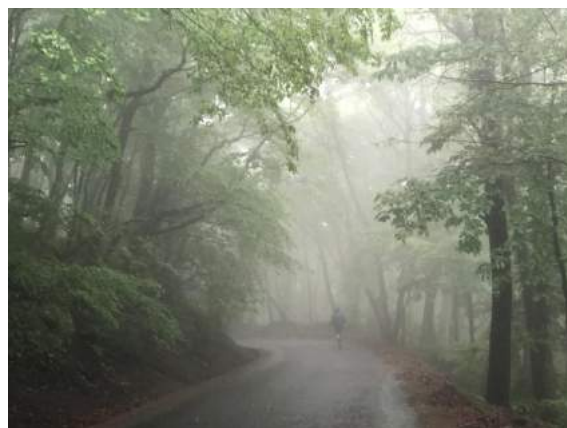
A few hours into our hike, we came across a man - a trauma surgeon from Seattle, we later learned - who had fallen and clearly was in no position to walk. Lending a hand would mean re-tracing our steps (twice!) along the same track that led into the thick forest, which would easily set us back by an hour or more.

We eventually managed to help him get to a road where he was met by a vehicle and taken to the hospital. My hope is that as we emerge from this pandemic, we remember to stop and help each other out, even if it results in a temporary detour from our path. After all, each of us depends on the kindness of strangers.

4. Be Prepared

Over six glorious days of clear skies and sunshine, each time we had to navigate a particularly steep portion of the trail, I wondered (often aloud!) if we ought to have left our rain gear behind. Every extra bit of weight makes a difference. But here we were, day seven, and what had seemed of dubious value turned out to be a life saver.

The time to prepare for the future is now. Reflect on your professional and personal goals and take action to equip yourself for the rainy days ahead.



5. Don't Go It Alone

That day, we hiked in the rain for a total of seven hours. To be honest, I vacillated between feeling like a soggy puppy and a frosty icicle the entire time! Had I embarked on this journey alone, odds are that I would have given up early in the day.

Navigating the headwinds on the horizon will not be easy. Make sure you have somebody by your side who can cheer you on, provide an extra push when you need it, help work through challenges, or simply serve as an extra pair of hands.

No storm lasts forever. As I learned on the Nakasendo Trail, what matters is showing up, staying the course, lending a hand, anticipating change, and having a support structure. Stay strong. Be well.



Su-Yen Wong

For nearly three decades, Su-Yen has helped some of the world's largest, most innovative, and complex organisations navigate the intersection of technology, strategy, and people. She is a professional speaker and board director, and her firm, Bronze Phoenix, provides solutions that help organisations and leaders reinvent themselves.

www.bronzephoenix.com | www.theadvisorscollective.com

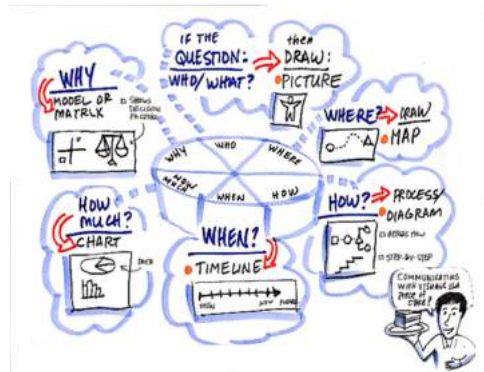
suyenwong@bronzephoenix.com



KISS VUCA With Resilience

by Sunshine Irene Kang

Covid-19 came like a hurricane. Many of us were caught unprepared, trapped by the fear of Covid-19 and its impact to our lives. I run a visual consulting company with my husband. We transcribe conversations into visuals by drawing live in M.I.C.E. events and we conduct our Visual Facilitation Lab™ in Asia. Covid-19 halted everything. Many events were cancelled as well as our training programmes. We were caught by a big wave of requests for rescheduling, replacements and refunds. Before we could face the storm, we were hit by a hurricane.



Have you ever felt like that? Let's take a step back. How could we have faced this Covid-19 hurricane differently and learn to fly with it rather than ran from it? Surviving Covid-19 is similar to learning to surf the VUCA wave of Volatile, Uncertainty, Complexity, Ambiguous with resilience. We fail at first, jump back, acknowledge the situation, learn from previous mistakes, and move forward.

Mother Nature teaches us, *the deeper the roots the stronger the tree*, and storms force trees to send their roots even deeper. We can use this Covid-19 storm to deepening our roots to strengthen ourselves too. Storms transform fear, through strengthening resilience and resolve, into wisdom. Then every storm is a welcome doorway to additional wisdom.

Resilience will help us to remain positive with the unknown and consistent change. I see Covid-19 as a fast-forward access card to the future. It pushed us to find new ways of doing things that we may otherwise have taken us years. It has built resilience in ourselves and our teams, and opened us to new thinking (wisdom) and ways of operating (strength).

Let's KISS 🤔 VUCA

Embracing this storm using the KISS model is our way through it. So we mapped the four KISS elements to the four VUCA elements to navigate this Covid-VUCA world: KISS 🤔 VUCA.



"What's one thing I know I can accomplish today that helps me move in the direction I want to go?"

Keep Calm 🤔 Volatile

How do we manage the volatile and ever-changing circumstances? The pandemic outbreak has shown us signs to slow down, the world needs to slow down. During Singapore's circuit breaker, everything slowed down. Staying calm provided space for me to look at the options, resources and solutions to manage the sudden cancellation of events (which meant the loss

of jobs/projects). Resilience grounds us, providing us the firm base to keep learning, testing and building new online solutions for our business. Let's keep calm, contemplate the stressful situation in a broader context, and work to keep a long-term perspective. Start by developing some realistic goals and begin with small accomplishment. Build consistently to move toward those goals.

Instil Trust 🤔 Uncertainty

What do we do when facing what we don't know and what we haven't dealt with before? The outbreak emancipated the leader inside many of us. It's time to step up as a confident leader and remain poised under uncertainty. Trust your ability to solve problems. Every one of us has conquered obstacles and accumulated experience and knowledge. There is resilience inside every one of us. Work with your team to have open, collaborative conversations, build team skills, explore new platforms, encourage one another and build trust. During the first month of Circuit Breaker, our team faced a lot of uncertainty. Resilience taught us not to doubt and instead, to trust our team and trust the process! We picked up new skills, learned new things and developed our work onto new platforms. We worked with new partners and developed new online programmes. Our webinar attracted people from all over the world despite the time differences. Our clients are no longer limited to Singapore and Asia.

Simplify 🤔 Complex

What do we do with the known knowns, known unknowns, and unknown unknowns? Resilience drives us to remain positive and not to give up even when we fail. Every failure can translate to wisdom and a step closer to a new breakthrough. When things get tough and complicated, break it down and simplify the process. In a recent webinar, I learnt from Dr Lim Song Guan, former Group President of GIC, that one way to manage complex situations is to Sense, Analyse, and Respond. Develop your strategic plan. Build your resilience by working through scenario planning. Respond to the scenario that unfolds. The process helps to simplify things, to deal with a complex world, and to enhance capacity. Scenario planning helps us anticipate results, reduce surprise, and reduce project errors.

Seek Clarity 🤔 Ambiguous

How do we address inaccuracy, incompleteness and consistent change? We can use simple visual tools like 5W&1H to address concerns, clarify ideas, break down complex questions into simpler chunks, and find solutions to overcome challenges. And we can give clear, consistent communication. It helps maintain team motivation through many future change initiatives and shifting priorities, reducing resistance and fear of change in us and our teams.

Covid-19 won't be the last hurricane. What are we going to do when the next storm comes? We can play victim and complain or we can acknowledge the situation, learn the lessons from KISSing the Covid-19 VUCA, grab this fast-forward access card, and fly with it!



Sunshine Irene Kang

Sunshine helps individuals and corporates to find confidence, gain clarity and build capacity. Her strength is in transforming lives. Her wisdom comes from life storms such as the pain of a previous marriage that saw her grow her resilience mentally, emotionally and financially. She is now a successful entrepreneur of a thriving visual consulting company, a lead facilitator and an inspiring speaker. And she's also happily remarried.

www.artofawakeningasia.com

irene@art-of-awakening.com

Simplify

by Tim Wade

Work, family, health, connections, volunteer, gym, marketing, home fixes, read, learn, do that course... There's just not enough time to do it all! If only everything could stop for a few weeks so I could get stuff done and define my new normal...

ZAP!

And here we are. Then somehow I became busier in different ways, feeling overloaded, frustrated. The usual solutions didn't work. "Increase productivity!" ... awesome, but I got distracted by all the new things I needed to do. "Increase self-discipline!" ... great, but I couldn't quite discipline myself enough to do it. So here's an unusual solution: simplify. Simplifying means removing the overload and creating margin. Then create your new normal EVAs - Essential Victory Activities.

During our Covid-19 isolation we enforced simplification by closing non-essential businesses. Could this work on our non-essential stuff? If we delete, donate, trash and prioritise... we end up with... life alignment. Closing non-essentials in our home, work, and workload management will keep us focused on our EVAs and living life on purpose; improving relationships, increasing productivity and... creating margin.

Margin

Like a margin in an exercise book, or around a printed page, there is a space reserved for nothing. Our lives need that margin too. Space; a buffer of nothing. It's used in design (white space, negative space), coaching and counselling (active silence), in the structure of the universe (er... *Space*), and we need it in our lives too.

Margin requires boundaries; rules so you keep it empty, not filling it with more. Declutter the physical space and the useless busywork, and that to-do-list mind-chatter that steals your focus. That "Too Due" list is weighing you down. Lighten up. Eliminate to illuminate. Keep only essentials: your EVAs. Create margin by removing the overload and the overtime. Own your load, own your time. Simple.

Remove The Overload

Be ruthless. Imagine you're at gunpoint: you have to choose what stays, what goes.

- Work projects overloading? Eliminate 20% of them, decide to defer 60% of the less important ones. What's left will be the most valuable 20%. Work on value. Simple.
- Social media and websites everywhere? Delete dormant and dead profiles and sites. Copy useful content before deleting, to republish on the remaining sites. Simple.
- Business systems chaos? Simplify your creation, connection and delivery systems, and ease of consumption by your audience. Ask IT, or get ruthless yourself. Process review time. Ask for help if you need it. Simple.
- Staring at clothes you haven't worn for years? Recognise that a \$600 pair of Versace jeans from 2004 that still don't fit even after losing weight is worth zero in your wardrobe but a lot to someone else who will give it life. Sell it or donate it to the Salvos. Liberate your wardrobe. Then resolve to give away two items before buying one new one. Simple!

- Too many books? Donate anything you won't read within 24 months. Buy them on Kindle if you must. Use the extra space for clarity not for more unused stuff. Simple.
- Unused stuff? Sell or donate it away if it's without real meaning or value, or is long-term unused. Some unused stuff has value and use, like a fire extinguisher. Obviously keep those. But for other stuff, like my awards or gifts from speaking clients, I take photos of them to use on my website (useful) and store or release the item. The wonderful ones can stay on my shelves. They "spark joy." The generic or thoughtless ones go. Simple.
- Online photos? I consolidated all of them into Google Photos. Amazingly there are over 200,000 in there. Our daughter, Zoe, shouldn't have to go through over a million blurred and irrelevant photos to find some good ones after we die. She might delete them all and miss the good ones. So once a month, my wife and I delete at least 1000 useless photos from our collection. We turn it into a fun, family activity of going through memories while deleting the "meh" and the duplicates. Our goal: an essential 5000. A huge job. And time-consuming. But it needs to be done so we're chunking it down and making it fun. Simple.
- Online business documents? Same idea as the photos, but for business. Trash archived nonsense. Create a quarterly Dropbox Delete Day. Make a competition of it. Simple?

I'll share a *Resource Pack* with more ideas that expand on these (link in my bio below), but for now: simplify. It's like clearing mental garbage. The result: more clarity, more focus, aligned results, peace. Thank me later. You're welcome now.

Completed EVAs Deliver Daily Wins

I love the idea of getting up at 5 a.m. and winning before 8 a.m. ... except I'm asleep then. Besides, some wins can only come after 5 p.m., like family time. Instead ask: what EVA can I complete NOW? You'll need to choose your Essential Victory Values, and then add Essential Victory Activities. For example, my five essential values are Faith, Fitness, Family, Impact and Growth, all underpinned by Fun. I'll share my activities in the Resource Pack where, ironically, I have more space to share my ideas.

Perhaps now is the perfect time for you to define your new normal EVAs. I'm happy to help you define yours, simply connect! But try doing it yourself first. With your EVAs, every day can be a victory regardless of project-driven or trigger-driven work (like writing proposals or delivering speeches). And with margin, you'll find peace, creativity, joy and that me-time you've been missing. But beware of fake essentials that threaten your margin. Our creative thinking comes alive within those margins; even the name Eva means 'life,' and our EVAs create our space for our life-alignment.

So... Simplify. Create EVAs. Cherish your margin. And to start: simplify.



Tim Wade

A multiple-award-winning leading change speaker. Trusted by the world's biggest brands and organisations. And by government agencies, churches and awesome associations. Tim Wade's fun, dynamic, and engaging on-stage and online keynotes, training, coaching, video solutions, and events help audiences embrace, lead and motivate positive change. Click to connect (and get the Resource Pack too) here:

www.timwade.com/ebk20

tim@timwade.com

Create A New Human Age

by Cathy Johnson

Our world has changed dramatically. For the foreseeable future, we'll live within a series of tightening and easing restrictions. Yet these very different conditions are the opportunity we have to make a deeply profound improvement in how we live. We have the chance to create greater fulfillment for our family and for ourselves.

Slow Down

For more than 20 years, I've watched as people in organizations became more and more imbalanced in their lives. Each year they spent more and more time working in the office as well as at home, and less and less time connecting with their spouses, kids – and themselves. The result has often been distance, irritation and strife within families, and a lack of self-care. When I ask a coaching client what they do to take care of themselves, they often either look at me quizzically, not understanding the question, or they reply, "Nothing, really."

Now we have the opportunity to do something most of us haven't even thought was possible – to slow down and live life at a different pace. To reconnect with our family, to renew the experiences and bonds that we share, and to create new memories. When we get older, in our 80's or so, not one of our work colleagues will remember or speak about the brilliant reports and presentations we now view as important. Not one. Our family will be there though, and they'll talk about how we were so stressed with work we didn't have time for them, or how we would yell at them if they interrupted us.



But it could be different. Your kids could reminisce about what a great dad/mom you are – how you taught her to ride a bike, how you helped him with math and made it fun. Your husband/wife could tell about life challenges where you both supported each other through them. You could develop a real relationship with your family – and with yourself.

Slow down.

Take Stock

The world will never be the same again – which is good in a way, because we have the chance to make it better. Most of us now have time to really look at the "old world," the old way of living before this pandemic, and to figure out what is worth keeping and what is not.

Here's a way of doing this. Find a quiet place where you won't be interrupted. Relax yourself by taking some slow deep breaths. Then, think back on life before 2020, and make two lists.

- Things about my life that were truly precious and energizing for me
- Things about my life that drained my energy and sucked the life right out of me



Think about this in terms of work, relationships, health and balance. The purpose here is to take stock so we can reorient our lives in ways that are more life-giving.

Do It Differently

Maria Branyas, the oldest woman in Spain (113 years old!), got Covid-19 in April, spent weeks in isolation, and is now negative for the virus. When she got out, she wrote this:

"I don't quite understand what's going on in the world. But I think nothing will be the same again. And don't think about redoing, recovering, rebuilding. It needs to be done all over again and differently... but believe me, you need a new order, a change in the hierarchy of values and priorities, a New Human Age."

What kind of future do we want? What kind of home life? What kind of work life? What kind of world do we want to live in? What values and priorities matter? We have been given a precious and expensive gift – expensive because many people have and will lose their livelihoods and their lives to this virus. So it's up to us to use this gift to significantly improve our own lives and those of people around us. We can choose to change how we're being in the world – to slow down and listen, to see people as people and not doers, to show empathy and love, to be inclusive and open with others. To be more truly human.



And that's how we can **create a new human age**.

See people as people and not doers, show empathy and love.



Cathy Johnson, MBA, PCC

Cathy has worked with hundreds of clients in more than 20 countries to develop greater presence, authentic leadership and more effective teams. She is a speaker and President of Asia Professional Speakers Singapore 2019-20, an ICF-certified professional coach, and an experienced facilitator with global organizations, with a focus on developing demonstratable competence in conversations, and sustainable change.

cathy.johnson@lifesupportforce.com

<https://www.linkedin.com/in/coachcathyjohnson/>



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