

Exploring Our World of Interconnectedness

In celebration of World Interconnectedness Day 10/10/10



Interconnected:

1: join to one another
To be joined to something else or to a number of joined things, to make something part of such a network.

2: relate things

To show a relationship between two or more things

ref: Encarta Dictionary

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Foreword

IAN BERRY

The 15 authors of this ebook are all members of Differencemakers Community, an online and in person home for individuals who wish to increase their difference making ability and who want to find collaborators to work with in order to increase the scale of difference making in the world.

We hope you will join us here www.differencemakers.com.au
There is both FREE and FEE based membership options.

This ebook is an example of our collaboration. It is our second ebook to be published as a part of the World Day of Interconnectedness which author Leo Sonneveld and his colleagues began on 090909.

In 2010 this very special day is 101010

www.interconnectedness101010.org

As you explore this ebook our hope is that you will learn more about interconnectedness and act on your discoveries in order to co-build a better world.

On behalf of all the authors I give special thanks to Maria Carlton of Maruki Books who provided here time and expertise free of charge in order to make this ebook possible.

Be the difference you want to see in the world

Ian Berry
Founder,
Differencemakers Community

Innovate, With the Power of Connection

SHELLEY DUNSTONE

The Challenge of Innovation

Our changing and increasingly competitive world demands new and better ways to do things. Constant innovation is essential – in products, services, methods and processes.

Innovation cannot be done in a hurry, or by one person, or by one type of expert. It requires multi-disciplinary thinking and a variety of perspectives. Collective thinking is more powerful than an individual effort.

It requires people to connect with one another. You never know who will be able to provide the breakthrough idea. The leader's role is not to impose a solution but to *encourage* others to find a solution, by drawing on their ideas and insights.

The word “encourage” literally means “to inject courage”. That is exactly what a leader needs to do, if he or she wants more innovation.

The need for courage

Most creative breakthroughs begin with ideas that sound odd at first. People are often reticent about offering such ideas. People like to protect their careers and social standing. It takes courage to suggest an idea that sounds strange.

In a recent study¹, researchers interviewed 200 employees of a leading high-technology company. More than half the employees said they felt it was “*not* safe to

¹ *Detert, J.R and Edmondson, A C, Why Employees are Afraid to Speak, Harvard Business Review May 2007 p.23*

speak up”. They were reluctant to put forward creative ideas for improving products, processes or performance. When asked why, they said:

1. They had actually experienced a hostile response from a manager after making a suggestion, or
2. They had heard a story about someone who had spoken out publicly and was “suddenly gone from the company”, or
3. It just *felt* risky. They didn’t know what would happen if they made a suggestion.

People do not automatically volunteer their ideas. Leaders must invite ideas, and create an environment where people feel comfortable to speak up. If you are looking for creative ideas rather than conventional ones, you must make your expectation very clear.

There is no picture on the box lid

A jig-saw puzzle has a picture on the box lid, showing what the pieces will look like when they have all been fitted together. But when you are innovating, there is no picture of the finished product.

Innovation is pioneering. There is no path to follow. You have to blaze a trail, and that takes courage.

For some years I worked at a University, teaching Law students the practical skills they needed to work as lawyers. I found that I had to *encourage* them to think independently. They expected me to give them precedents to follow. A “precedent” is a document from a previous case that can be adapted for use in a new case. Using precedents can save lawyers a lot of time, but only if they understand what they are doing. The students were afraid to write anything original, and wanted to be told the “correct” words and phrases to use.

It is human nature to revert to what was done last time, or to follow an approach that has proven successful for others. But that is not innovation. When you are innovating, there is no picture on the box lid and no precedent to follow.

Innovation begins with belief

Innovation requires a shared belief that a constant flow of new ideas is essential to future success. People need to believe that it is part of their job to offer ideas.

You cannot automatically assume that your people hold this belief. They could actually be thinking:

“If it hasn’t been done, there must be a good reason why not”

“We’ve got more important things to think about”

“If I put forward an idea, I’m just making extra work for myself”

“Let’s just find a quick solution and get on with the next thing”

“It’s safest to sit here and look wise”.

These unspoken thoughts reflect beliefs acquired over a lifetime. Our beliefs are based on our experiences while growing up, from education, from peers and from ethnic culture.

Everyone is different. Some people are assertive and demand attention for their ideas. Others are compliant, defer to authority or look to others for direction. Some see themselves as creative; others do not.

It is the leader’s job to draw ideas out of people, whatever their belief seems to be. The challenge is to develop new, positive, shared beliefs that drive innovation.

Words, actions, reactions

The things people say, the things they do and the way they react provide clues about their level of belief.

Similarly, your own words, actions and reactions send messages to your staff as to *your* beliefs about innovation. The right words, actions and reactions can *build* belief amongst your staff that innovation is important and that their ideas are valued. Poorly chosen words, actions and reactions can *destroy* that belief.

In any organization, leaders set the tone. People look to a leader for clues as to the “right” way to behave. You may be a strong supporter of innovation, but to make people believe that, you must show it. People cannot read your mind; they can only observe you.

A law firm where I worked as an employed solicitor merged with another firm. The first few weeks of the merger were difficult for the staff as they tried to adjust to the changes. I began to find unhappy people in the bathroom, complaining to each other. I called a lunchtime meeting of the staff solicitors. We made a list of the various problems, and for each problem suggested a solution. I took the list to the Managing Partner, who received our memo distractedly and without comment. I waited to hear the partners’ collective response. Weeks went by. We heard nothing, and no changes were made. When I mentioned this to another partner, he mentioned that Managing

Partner was unhappy that I had used the Boardroom without first asking his permission. We never did receive any response to the issues we had raised.

From this, the staff learned that that trying to bring about change was a futile exercise. I am sure that the Managing Partner did not mean to stifle innovation, but that was the effect of his inaction and desire for control.

Pay attention to the words you say, the things you do and the way you react to suggestions, ensuring that you always encourage innovative thinking. Make yourself accessible, approachable and responsive. Connect with the people. By carefully choosing your words, actions and reactions, you can build belief in the value of innovation.

Maximize the power of connection online

Do you sometimes discuss ideas by email with staff who are based at other locations? Do you seek ideas through online discussion groups like LinkedIn?

There are some specific communication challenges when you are talking with people online.

To make a connection with people online, pay attention to your tone of voice. Make an extra effort to be pleasant and encouraging.

If you sound abrupt or dismissive, people may feel offended, even if you had no intention of offending them. They may switch off from the discussion or contribute minimally so as to avoid getting hurt again. Choose your words carefully; your facial expressions and body language cannot be seen. Never type in all-capital letters – in the online world, this represents shouting. Avoid making any purely negative comments, e.g. “That idea does not work for me”. Always add a positive suggestion or some words of encouragement, e.g. “I really appreciate your continuing efforts in helping me find a solution”.

Of course, this requires more words than are strictly necessary to get your message across. Learn to type quickly and accurately, so that you can “speak through your fingers”. In the online world, lack of typing skill amounts to a communication disability.

Ask, don't tell

A good way to connect with people is to ask questions that require them to think deeply and make suggestions. Every time you ask a question of this type, you are

setting up an opportunity for people to connect, share their thinking and build ideas collaboratively.

There are many kinds of questions you could ask. Ask people what they have noticed lately, what they have been thinking about, or what they have learned from recent experiences. Set a new and unexpected topic for discussion. Encourage people to express their curiosity. Expressing your curiosity encourages them to do likewise.

During discussion, ensure that everyone has a chance to be heard, and that people don't take entrenched positions. Ask them to "be creative" with their suggestions. This conveys the message that you are not looking for the quickest or most practical solution; you are exploring the possibilities. Experiment with some creative thinking techniques – there are many books available on this subject.

Leaders play a key role

Innovation is not a solo sport. It requires collaborative thinking. Leaders need to take an active role in this process, by providing a catalyst for innovative thinking and discussion. This is the way to harness the power of connection.

About Shelley Dunstone

Helping you profit in a world without precedent.

Shelley helps her clients escape from precedent in order to find new strategic direction and achieve true competitive advantage.

Developing a unique and innovative business strategy is a challenge, because conventional thinking exerts a powerful pull. It's easier and less risky to stick to a familiar path, or follow what others are doing, than it is to create a new future.

Shelley is a former lawyer who also holds qualifications in Marketing. She was the first female partner ever appointed in her 150-year-old law firm. Shelley has always been intrigued by ideas and their power to change the world, and by innovators, who have the courage to persevere with what at first seem to be "funny ideas". She shows leaders how to disrupt the patterns of thinking and behaviour that keep a business "stuck in precedent".

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Download Shelley's FREE Special Report: [http://shelleydunstone.com/docs/e-book_the_fire.pdf Be the Fire! 12 ways for leaders to boost innovation at work]

If the Internet got shutdown tomorrow, I would

KWAI YU

Julian Hall, CEO of Pure Online Genius asked a great question, “If the Internet got shutdown tomorrow, I would ...” I posted this question in my social media groups and the overall sentiment of the comments have been surprising. More of this later.

The Internet, the World Wide Web and social media are connecting people on a scale that would have been unimaginable twenty years ago. It is staggering to think that it was only twenty years ago that Sir Tim Berners-Lee invented the World Wide Web.

In particular, social media has brought the word *interconnectedness* into much sharper focus than anything else in our history. Social media is reducing global distance from thousands of miles to mere inches provided you have the right technology of a webcam, microphone and Internet broadband connection. It has enabled all manners of individuals to connect with each other regardless of race, religion, age, sexual orientation, nationality and creed.

So, let me make it clear – I think the World Wide Web and social media is wonderful. Used in the right way, I think it is a fantastic catalyst for *interconnectedness*.

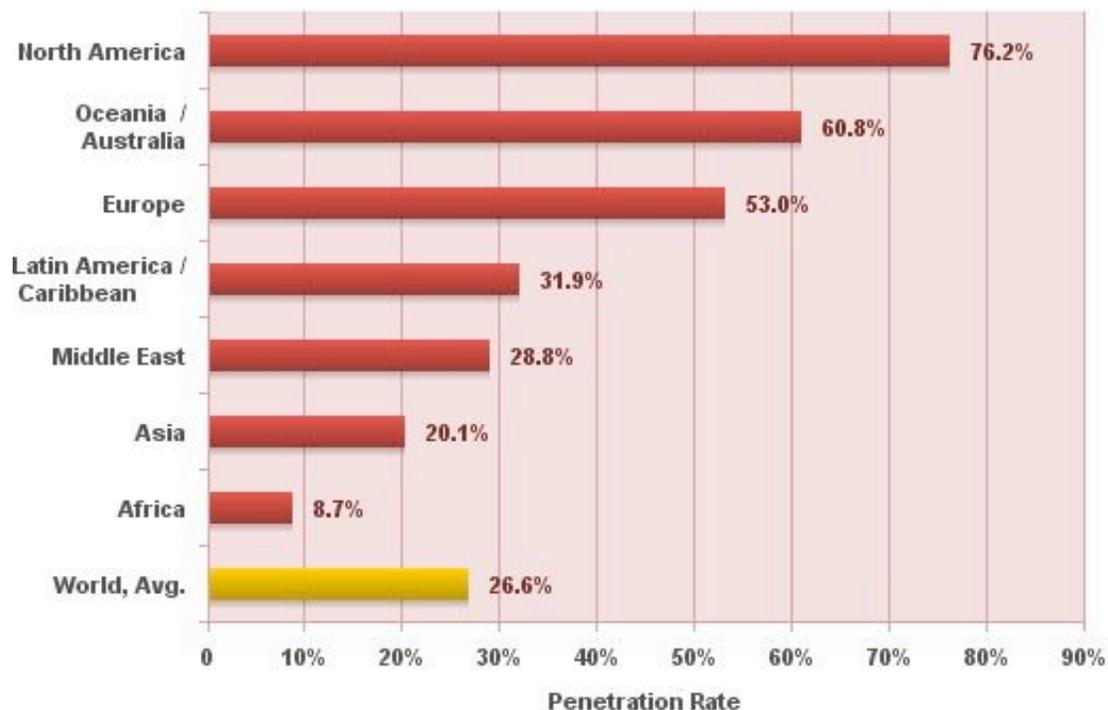
On the other hand, the web and social media is also helping to reinforce *disconnectedness*. It is so easy now to find others who hold ‘my’ view; in short to seek out those who reinforces our beliefs. In that sense, the gift of interconnectedness offered by the Internet can also nurture dogmas and fundamentalism.

The Internet can also disconnect in another crucial way too – and that is the disconnection between the old and young generation. Whilst the Internet may have the potential to *interconnect* more of the world than ever before (see World Internet Penetration Rates 2009) – it is also reinforcing the divide between the have’s and have not’s as well as the can and cannot. I am not just talking about the divide between countries but also about the generation gap divide.

Not so long ago, the main form of electronic *interconnectedness* was the email system. With the proliferation of the mobile phone, SMS text messaging then became the medium of choice for the younger generation to remain *interconnected* to their friends and social circle. Now, of course, we have social media in its many forms replacing SMS and email; Facebook, LinkedIn, Twitter, MySpace, Flickr to name but afew.

The innovative ways in which the World Wide Web is being used is perhaps the reason we need to think more carefully and seriously about *interconnectedness*.

World Internet Penetration Rates by Geographic Regions - 2009



Source: Internet World Stats - www.internetworldstats.com/stats.htm
Penetration Rates are based on a world population of 6,767,805,208 and 1,802,330,457 estimated Internet users for December 31, 2010.
Copyright © 2010, Miniwatts Marketing Group

As an ex-IT Project Manager, I know the importance of providing user-friendly applications, user training and user support in order to gain wide acceptance of a new business system change. Initially, social media was simple to use. Simple that is until the marketing men got hold of it. Let's take Facebook as an example.

From an initial service to stay connected to your friends through simple messages and sharing of photos, Facebook now has Fan Pages as well as countless add-on services/applications/widgets to poke someone, to throw a pizza in their face, to belong to a mafia or to join a cause. With no control over these add-on services, Facebook is becoming much too complex for the older generation to use. So, whatever happened to user-friendliness, user training and user support? And of course, the younger generation prefers to use Facebook rather than emails or SMS. With just a few short years of 'marketing' innovation, Facebook has compounded the interconnectedness problem between generations. You have grandparents and parents who had just got to grips with emailing their children and grandchildren; and then they have to learn to use Facebook because email is no longer the 'cool' thing to do.

And what do we make of *interconnectedness* when you are only given 140 characters to say anything meaningful? Of course, I'm referring to Twitter and things like LinkedIn status updates. In theory, limiting the number of characters you can type should make for more succinct and effective communication. But does it?

In a recent Kaiser Family Foundation survey of children's technology habits, the study identified some disturbing findings on kids between the ages of 8 and 18 using entertainment media. According to the report, heavy media users report getting lower grades. The two big drivers for the increased media use are the rise in mobile phones/smart phone ownership and the rise in social media like Facebook and MySpace. "The bottom line is that all these advances in media technology are making it even easier for people to spend more and more time with media," Victoria Rideout, The vice president of the Kaiser Family Foundation and director of the study said in a press release. "It's more important than ever that researchers, policymakers, and parents stay on top of the impact it is having on their lives." According to Patrick Friman, a psychologist at Boys Town who also teaches at the University of Nebraska Medical Center; the results, in terms of emotional and social intelligence, could be scary. "Chronic use of media diminishes emotional intelligence; or the know-how we need to relate to each other and to develop empathy and compassion."

So, what are we to make of the *interconnectedness* paradox presented by social media? A web innovation that was supposedly designed to help people stay connected, or interconnected. And yet, the more we use it, the more the evidence we find that it diminished our emotional and social intelligence to engage at a deeper level.

What would happen if the Internet got shutdown tomorrow? At the start of this chapter, I mentioned I posted this in a number of social media groups. It should not come as a surprise to you that most the responses had a singular theme – that people would have talk to people more and find out what’s going on in their community! My question is then, “Why can’t we do this anyway without an Internet meltdown?” It shouldn’t need a global technical disaster for people to have good old fashion conversations, and to re-discover the art of telling a good story.

Interconnectedness is about involving people at the deepest level and to do that, you need stories. Robert McKee says it best “Any intelligent person can sit down and make list. It takes rationality but little creativity to design an argument using conventional rhetoric.” Whilst the Internet and social media provide unparalleled opportunity to *interconnect* people around the world; it is not the number of interconnections that matter but the depth of the relationships you develop through sharing good stories.

Robert McKee knows a thing or two about the power of a good story to connect with people. For over 25 years, Robert McKee’s Story Seminar has been the world’s ultimate writing class for over 50,000 screenwriters, filmmakers, TV writers, novelists, producers, directors and playwrights. McKee former students have written stories that won

32 Academy Awards
158 Emmy Awards

What makes a good story?

“It’s not what you think. The beginning-to-end tale about how results meet expectations is boring and banal.” McKee goes on to say. “Avoid this. Instead, it’s better to illustrate the struggle between expectation and reality in all its nastiness.” So, what’s wrong with painting a positive picture? “spin and a glossy, rosy picture actually works against you because everyone knows it can’t be exactly true. What makes life interesting is the dark side and the struggle to overcome the negatives, struggling against the negative powers is what forces us to live more deeply, says McKee. “Overcoming the negative powers is interesting, engaging, and memorable. Stories like this are more convincing.”

So, the conundrum for modern day *interconnectedness* is to work out how, as individuals, we can tell a good story when the world of media and social media is driving towards ‘sound byte’ social behaviour.

- How do you tell a good story when people’s attention span is short?
- How do you tell a good story when you are given only 140 characters to catch someone’s attention?

- More importantly, do you have a good story to tell? Better still, do you have a remarkable story to tell?

Interconnectedness isn't something you work on – it happens to you when you begin to work on the story of YOU? Who are you? What is your purpose in life? What are you passionate about? What do you want to change? What are you willing to give up? For how long? Are you prepared to enter the struggle?

If you don't know who you are, why would someone want to connect with you at the deepest level?

Interconnectedness - What are you willing to do to generate the story of YOU?

Kwai Yu is the CEO of Leaders Café, a social enterprise with the purpose of reducing leadership learning inequalities in society. He knows a thing or two about creating a remarkable organisation through interconnectedness. He created Leaders Café literally out of nothing. Leaders Café is helping 20 million people to access high quality leadership learning by 2020. A keynote speaker and author of *Knowing·Doing·Winning*, he has run leadership change programmes for up to 600 leaders; headed IT projects (£30M) and IT service contracts (£25M); and at 14, was in charge of a takeaway kitchen.

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Interconnected Leadership for Integrity, Sustainability and Collaboration

LEO SONNEVELD

How integrity and sustainability are interrelated and how interconnected leadership may be an answer to the global collaboration our world needs.

We are living in challenging times with financial crises, ecological crises, social crises, spiritual crises all screaming for our attention and inviting us to discover the root cause and take appropriate action. Discussions about causes and effects that I have read so far seem to address various symptoms but rarely address the core. The core is that we are predominantly living and acting from a paradigm of separateness instead of living and acting from a paradigm of interconnectedness. All crises mentioned above are directly or indirectly related to this one source.

I firstly describe the meaning of integrity, sustainability and collaborative organizing and how these are interrelated. Then I introduce two thought systems of separateness and interconnectedness and describe how, derived from this, interconnected leadership can provide an answer in terms of global collaboration.

Meaning of integrity

The actual meaning of integrity is whole, undamaged and pure. It is also related to virtues like honesty, trustworthiness, reliability and using one's moral compass. This is the individual dimension. The collective dimension of integrity relates to social interaction, implicit rules, role models, explicit procedures and controls, community,

ecology and in fact the world at large. All of this is based on individual and shared values, principles and mental models. In other words our personal and collective paradigm. Acting with integrity requires being in touch with wisdom and essence (spirit of the law) thus going beyond knowledge and compliance. Integrity manifests itself in the taking of responsibility, openness, transparency and dialogue.

Meaning of sustainability

I notice many different interpretations of sustainability. It varies from Ecological Sustainability, Corporate Social Responsibility, triple bottom-line (People, Planet, Profit) to 'good for the whole' and simply another word for enduring effects.

Some broadly adopted definitions of sustainable development are:

"Sustainable development is meeting the needs of the present generation without compromising the ability of future generations to meet their needs." Brundtland- Report of the World Commission on Environment and Development (1987)

"Sustainability is the possibility that human and other forms of life will flourish on the earth forever" John Ehrenfeld, International Society for Industrial Ecology

"Sustainable development is a dynamic process which enables all people to realize their potential and to improve their quality of life in ways that simultaneously protect and enhance the Earth's life support systems." Forum for the Future

A product, process, enterprise, organization, economy, ecology or humanity is unsustainable in the long term when it functions at the expense of something (i.e. planet, climate) or someone (i.e. burn out, poverty, illness, child labor). In the end, the negative side effects (i.e. externalization of negative impact and costs) will put growth on halt. Sustainable businesses take full responsibility for all effects of their decisions and actions and consciously choose for open dialogue with (representatives) of all stakeholders. Adequate feedback mechanisms within the (sub) system where a business operates, allow for becoming aware of unintended side effects. It begins however with the willingness to see truth and leave a state of denial behind.

Collaborative organizing

Collaborative organizing is a process of *aiming* at what is valuable for all, *connecting* all people involved, *moving* forward towards goals in a positive way by doing what is necessary and gratefully *enjoying* sustainable results. The deepest intention / aim is to do good for all stakeholders.

Three aspects provide the foundation for healthy growth and fulfilling collaboration:

1. The process of connecting which generates commitment and facilitates the taking of responsibility.
2. The connection and alignment of personal goals and ambitions with the groups' mission, vision and goals that intrinsically matter (i.e. are good for the whole).
3. The actual realization and manifestation of these goals through collaboration.

This approach of collaborative organizing makes people happy and grateful for the results, for the experienced process and for their participation in it.

Connection between sustainability, integrity and collaborative organizing

Sustainability can be a result of collaborative organizing, because the *deepest intention* of this process is to do good for the whole, to do good for all stakeholders. This ensures that, in the long term, an organization will not function at the expense of something or someone and therefore is sustainable.

Organizations acting with integrity in the original meaning of the word, will feel connected and committed to sustainability because the underlying intention / principle is the same i.e. leaving whole, undamaged. The last similarity is taking responsibility. Taking responsibility for the effects of your own discernment and choices. The effects on yourself, on your colleagues, on the organization, on the community and on the world.

This means that integrity is imperative for sustainability. Sustainability cannot do without integrity. Integrity on a micro level could do without sustainability. Therefore we can see sustainability as an *integral application of integrity*. Collaborative organizing is a way to achieve this.

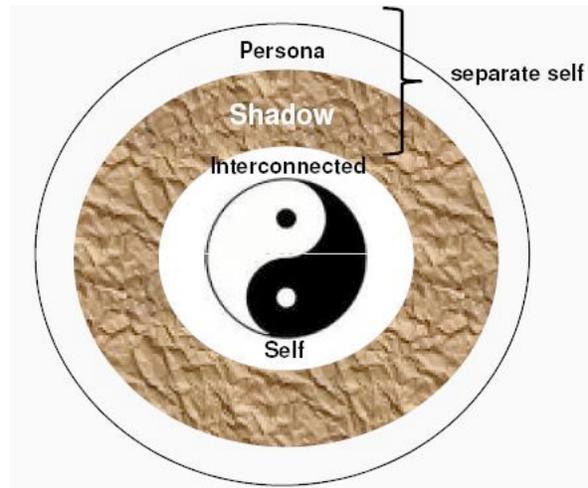
Underlying source

The underlying source for acting with integrity, sustainability and collaborative organizing is a thought system of oneness / interconnectedness instead of ego and separateness. The thought system determines the level of purity of intention behind the goals and ambitions at an individual, organizational, regional, national or worldwide level. So it is the quality of the deepest (often unconscious) intention that determines the end-results. This finds its source in the underlying thought system or paradigm. The effective answer to all crises therefore requires a paradigm / mind shift to interconnectedness. I see interconnected leadership and collaboration as the next necessary step.

Interconnected leadership for global collaboration

When we take Jungian psychology as a starting point we know that the real Self resides beyond persona and shadow layers of one's personality.

The outer persona layer comprises characteristics that we are proud of and like to show. Our successes, impressive results etc. The traits we accept from ourselves, value in others and hope will result in acceptance of us by others. This masks however who we really are, our Self. The deepest layer of our personality, without conditioning, where we feel whole, complete and interconnected. I will call this our 'Interconnected-Self'.



Integrity comes from this 'Interconnected-Self'. Between our core and our persona we find many layers of conditioning, one of which is called our shadow. This layer represents what we want to hide, our failures, our mistakes, the reasons that fuel our fear to be rejected. The source of blaming and shaming. Persona and shadow together can be seen as our 'separate-self'.

An interconnected leader has developed full discernment from which part of his/her personality thoughts and impulses come from: our separate-self or Interconnected-Self. Being, doing, living, leading from our Interconnected-Self allows for interconnected collaboration and deployment of full integrity. The verification point here is whether an action is expected to be good for the whole and life affirming. Working from this Interconnected Self can therefore be seen as a basis for the global collaboration which is needed to provide solutions for the crises we face.

Living from your Interconnected-Self invokes a process of purification of shadow and persona. This results in leading oneself and others in an authentic, serving and interconnected way.

Commitment to a continuous process of personal development usually results in developing full discernment from which part of our personality thoughts and impulses come from: our separate-self or our Interconnected-Self. We always have a split second to act on an impulse or not.

Example of interconnected leadership

The World Day of Interconnectedness Initiative is an example of interconnected leadership and collaborative organizing on a global scale. It emerged without formal consent from any organization or leader, without funding, purely based on passionate people collaborating towards a shared vision. The process of collaborative organizing has been put into practice. The shared intention was to feed a global mind shift from I-

Illness to WE-llness. Moving towards a world that works for all life. With an environmentally sustainable, spiritually fulfilling and socially just human presence on this planet. A shared dream, good for the whole. People from Asia Pacific to Europe and from USA to Canada made it happen. On 09.09.09 the work culminated in 48 different events with participants in 84 countries.

In the current economic crisis not many organizations show continued interest for and focus on maintaining and developing integrity or invest in sustainability or personal development. It is simply not a priority. They seem too busy moving the furniture while the house is on fire....

Yet, I do wish and hope that working and living sustainably together from an awareness that all is interconnected, will increasingly dominate the world's agenda. Businesses included. I do not expect this to happen overnight. But when individual people who are awake and aware show interconnected leadership and organize themselves collaboratively, we will witness results faster than anyone can ever imagine. A collaborative interconnected grass-roots movement is unstoppable.

For more information about this interconnectedness movement, please visit <http://www.interconnectedness101010.org>. When this initiative resonates with you we kindly invite you to **become a sponsor** and contribute in a way that best meets your possibilities and preference.

For questions and feedback, please email Leo Sonneveld isonneveld@human-treasures.nl

About Leo Sonneveld

Leo Sonneveld (1959) from the Netherlands is married and has two adult sons. He holds a Master degree in Business Administration and has more than 30 years of business experience in the Financial Industry, Government , Trade and Industry, Education, Business Consultancy and Healthcare. In 1999 he founded Consultancy firm [Human Treasures®](#) working as (Executive) coach, consultant and facilitator with the mission to ignite a shift from Human Resource Management to Human Treasures Leadership. His CSR work includes [Awakening the Dreamer Changing the Dream / Be The Change](#) programs which he introduced in the Netherlands in December 2006. This provided him with the inspiration to initiate and organize the first [World Day of Interconnectedness](#) on 9 September 2009, an initiative to feed a shift from Illness to **Wellness** which, based on its success, will be repeated on 10.10.10, 11.11.11 and 12.12.12. He is chairman of the [Interconnectedness Foundation](#). Its purpose is to stimulate an environmentally sustainable, (spiritually) fulfilling and socially just human presence worldwide, mainly by increasing and connecting the awareness of interconnectedness.

On a personal level he enjoyed a wide variety of personal- and spiritual development programs. His purpose for 2012 is that we, the people, enjoy a world that works for all life with Peace and Prosperity Permanently. His key value is integrity.

Many agents acting in parallel

Recognising the patterns of interconnectedness in leadership, learning and life

HEATHER DAVIS

Introduction

This chapter discusses the significance of interconnectedness to leadership, learning and life in times signified by the convergence of the natural, social and economic worlds and where the principal means of production is knowledge.

Where a common metaphor for the industrial era was the machine, a recurring metaphor for the knowledge era is an ecological one. Metaphors emanate from mindsets appropriate for the times within which they were set. However, the speed of change experienced in the last 50 years has added to the complexity already associated with paradigmatic change leaving us with little space to process it. Within the contexts of globalization and sustainability, as with everyday life, this has allowed archaic patterns of thought, values and culture to linger and intermingle with those appropriate for the world we are now experiencing. The challenge for leadership, learning and life in the 21st century has never been greater.

Discussion

It's time to stake a claim that relationship-based intangible attributes like interconnectedness are indeed central to leadership, learning and living harmoniously in the knowledge era. We urgently need to fix problems emanating from using 19th century thinking for 21st century issues. A worldview based on mechanistic, linear and rationalist thinking was fine for a 19th century industrial era but no longer serves the

needs of a world where volatility, uncertainty, complexity and ambiguity mark the terrain. The Global Financial Crisis (GFC) is a consequence of applying old world thinking to 21st century problems. One simple way of shifting this balance is to speak up, speak out and join together. The annual World Day of Interconnectness is a vehicle to do just that.

Personally and collectively we can no longer condone a thinking that sees the world and world events as disparate, unrelated or 'none of our concern'. We need look no further than the crumbling worldview of the economic rationalist to see that a rational, arms length, profits before all else approach is folly. It's not working, it's not healthy, it's not fair and it's costing us our planet.

"Truth does not cease to exist just because it is being ignored." John St. Augustine

We have an opportunity, post-GFC, to do things differently. The World Day of Interconnectness reminds us that we can all make a difference, that we all can and should take responsibility for our own actions and to join with others who seek sustainable and humane futures. It's a reminder that we are *of* the world as well as *in* the world and that responsibility rests with all of us to improve the human and environmental condition.

Relationship-based attributes such as interconnectness are vital. Actually, relationships and intangible soft skills have always been important but they haven't necessarily been privileged in the discourse of leadership or through the lens of globalisation based on neo-liberal/economic rationalist principles that has, up until recently, been the dominant paradigm.

As people become more mindful of their own actions and interactions, an expanded—and in some cases new—sense of interconnectness surfaces as we recognise and take up responsibility for how our actions impact on our lifeworlds. Paradoxically, the seemingly selfish act of spending time and energy reflectively seeking to know who we are often leads to growth—not contraction—of our sense of responsibility to others and the environment, allowing us to see the world as the interconnected whole that it has always been.

A knowledge-intensive era is very different from the industrial era where much of the current globalization, economic and leadership hegemony is drawn. Our world is now a volatile, uncertain, complex and ambiguous place and it is far more fitting to think about harnessing the strength of this 'messy' world than to spend our energy trying to tame or order it. This calls for mindsets amenable to working with the 'mess' based on, for example, ecology, complex adaptive systems theory or quantum theory, rather than a Newtonian mechanistic and linear mindset grounded in stability that worked for the industrial era.

We are now witnessing a shift towards a third wave of globalisation that can be tracked directly to concerns for the world running deeper than economics, and the realisation that we actually live in a society not an economy. This new wave of globalisation is premised on the joining together of the sustainability (human and

ecological) and economic discourses. Previous to this sustainability and the economy were at odds with each other and often in conflict.

The ecological metaphor is also an excellent guide for how we might expand our thinking to lead, learn and live productively in the knowledge era. This metaphor privileges the interconnected nature of our world as well as the deep interdependence between ourselves, the environment and the economy. An ecological model illustrates that there are no 'externalities' and that everything—including ecological and humane considerations—is in play and needs to be taken into account when determining economic value, costs, benefits and policies.

In a knowledge-intensive economy leaders have a particular set of literacies to absorb and these are very different to those needed in the command and control doctrine of the industrial era. Leadership literacies for the knowledge era focus on people-centred attributes and encourage leaders to see themselves as teachers, enablers and stewards who encourage commitment and responsibility in themselves and their followers. They also need to tap into intangible qualities like trust, values and commitment. In order to be leadership literate for the knowledge era leaders must develop a deep understanding of themselves and their world. Leaders will have an awareness of and responsibility for the interconnected world of the enterprise to its stakeholders and the environment. Leaders also need to be able to surface underlying values, assumptions and ideologies that are in play in order to understand how leadership practices effect production in a knowledge-intensive economy.

Importantly, an ecological model can also encourage us to think about working with volatility, uncertainty, complexity and ambiguity, rather than against it. Indeed there is a growing interest in combining design science and humane leadership principles based on knowing ourselves well, which in turn expands our notion of interconnectness. An example can be seen in the work of Johansen²:

Leaders must learn how to make the future in the midst of volatility, uncertainty, complexity and ambiguity. We need not passively accept the future. Leaders can and must make a better future.

Leaders in the future will need to have vision, understanding, clarity and agility. The negative aspects of VUCA (volatility, uncertainty, complexity, ambiguity) can be turned around by following these principles:

Volatility yields to vision
Uncertainty yields to understanding
Complexity yields to clarity
Ambiguity yields to agility.

As we become more mindful of and take responsibility for our own actions and interactions, an expanded—and in some cases new—sense of interconnectness surfaces. This paradox helps to explain the notion of interrelatedness, this intangible

² Johansen, R. 2009. *Leaders make the future: ten new leadership skills for an uncertain world*. San Francisco, Berrett-Koehler Publishers.

leadership attribute so important for the knowledge era. To comprehend the paradox is to recognize that before we can truly understand our interdependence with others—people and the environment—we must first know ourselves in a way that transcends our own ego and in a way that is not fearful of difference and diversity of viewpoints, as Gandhi reminds us:

“You and I are the same thing. I cannot hurt you without harming myself.”
Mahatma Gandhi (1869-1948)

Another connection between a strengthened sense of interconnectness and the benefit of knowing ourselves more clearly is a deeper understanding of our own values. This knowledge helps us in our day to day interactions with our colleagues and our wider communities where virtual and real communities of practice may emerge based on comparable interests and values sets. In addition, our values are a mediator of the messy and unknowable world we experience every day.

Conclusion

This chapter discussed the significance of interconnectness to leadership, learning and life in an environment signified by the convergence of the natural, social and economic worlds and where the principal means of production is knowledge. It outlined the paradigmatic shifts occurring in society framed by the interrelationships between knowledge production as the main driver of growth and wealth creation, globalisation and deepening concerns about our world’s environmental sustainability.

It called for recognition of the interdependence and interconnectedness of leadership, learning, and life by seeing the world as the interconnected whole that it has always been. Interconnectness and other relationship-based attributes were discussed and positioned as appropriate leadership literacies for times epitomized by volatility, uncertainty, complexity and ambiguity.

Borrowing from Complex Adaptive Systems theory this chapter also reminds us that there are always *many agents acting in parallel*—whether we realise this or not—and confirmed the significance of action and activities like the annual World Day of Interconnectness, to an unfolding understanding of our world.

About Heather Davis

Heather is in the final stages of a PhD study identifying appropriate leadership literacies for the knowledge era and testing them in the higher education sector in Australia. The theme of interconnectness resonates very well with her studies and outlook on life. Heather makes good use of Web 2.0 technologies to share her research experiences, including a blog at <http://leadershipliteracies.wordpress.com>.

This is the second year that Heather has contributed to World Day of Interconnectness activities. Last year she hosted a webinar “Small ‘I’ leadership: taking leadership personally” as part of the Leaders Café Foundation’s contribution of free leadership webinars.

Heather lives in Torquay, Australia, with her partner Philip and has two adult children, Ashleah and Rohan, who live nearby.

Developing Leaders Around You

PREM P SARKAR

The bottom line and the essential message of this article is that you can't do it alone. You cannot build a great team without great players and that is a fact.

As the saying goes, *"You can lose with good players, but you cannot win without them"*. So how are you going to get good players?

If you really want to be a successful leader, you must develop other leaders around you by collaborating with them. You must establish a team like relationship and find a way to get your vision seen, implemented and contributed to by others through a process of interconnectedness.

The leader sees a big picture, but he needs other leaders to help make his mental picture a reality. Few leaders surround themselves with other leaders

Most of them have followers around them.

These leaders who foster leadership bring great value to their organization and their vision is carried on and enlarged.

As Leaders we need to reproduce leaders.

The key to surrounding ourselves with other leaders is to find the best people we can and then develop them into the best leaders they can be.

Great leaders produce other leaders.

The greatest principle I have learnt in my twenty two years of work and leadership is those closest to the leader determine the success level of that leader. In other words those closest to me either “make me or break me “. It is my role to recognize the value that others bring to my organization and me. It was never my goal to attract a crowd, but to develop leader’s who could become a movement.

Hold on for a moment and consider the seven or ten people closest to you. Are they growing? Are you developing them? Do you have a game plan for them? Have they been able to become your second line of leadership and take your load? It is your responsibility to let them know that as potential leaders they can choose to be an asset or liability to your organization.

Grow a Leader - Grow the Organization

A company or an organization cannot grow unless its leaders grow within. We often spend huge amount of money, energy and marketing resources on areas that will not produce growth. We need to focus on the people around us as they are the key to our organizations growth.

During my staff meetings i often tell my staff that “you are the people who will determine the level of our organizations growth” and this statement almost invariably makes them feel accepted and comfortable during the meetings. We often implement “Change” by making it a goal to reach and it becomes my responsibility as the leader to train them and help them to reach our new goal. Supporting to manage and move with changing times is the biggest contribution we can make.

When change is positive you will know that both individual and team growth will follow. The strength of any organization is the strength of its leader’s ability to influence others .As a businessman and a community welfare person I have realized when a leader is weak his organization becomes weak. While Strong leader’s equal strong organization.

When the leader of a organization is at a 9 point between 0 to 9 points he will keep hiring 9s & 8s while a leader at level 8 will have the tendency to recruit 7s & 6s . We need to be hiring people who are our match or have that potential, since “Everything rises and falls on leadership”.

True Leaders Attract Potential leaders.

Birds of the same feather flock together. I firmly believe that it takes a leader to know a leader, grow a leader and show a leader. I have always found that it takes leaders who

have a positive attitude or stronger approach to attract potential leaders of the same qualities.

We could enter into a whole new dimension of positional leadership but let us understand why true leaders are able to attract potential leaders.

For example on a scale of 1 to 10 a 7 will be attracted to a 9 while a 5 will be attracted to 7. This is due to leaders natural ability to size-up any crowd and migrate to other leaders who are at higher levels.

- Leaders think alike
- Leaders express feelings that other leaders sense
- Leaders create an environment to attract potential leader.
- True leaders are not threatened by potential leaders.

Therefore any leader who has only followers around him will be required to draw upon his own resources to accomplish tasks .without other leaders to carry the load he would quickly become fatigued and burnt out. This is why it is pivotal to employ and foster people who show potential for future leadership possibilities.

Unless you learn to “give up doing it all “you will not succeed in a leadership role. Have you asked yourself lately “Am I tired?” if the answer is yes then find someone to carry the load.

Unless you want to carry the whole load yourself, you need to be developing the strengths of your people so they have the opportunity to become the next leaders.

Those who have failed miserably are those who have failed to attract potential leader and have been working with followers .In India we have god men or gurus who have huge fan following and follower who literally worship them. This is an egoic way of being and will not work as we move forward into a more authentic way of being.

Invariably these leaders’s fail. They fail their followers with corruption and sex scandal .In a country with over a billion people it’s not very difficult to get followers. Our politicians, many of whom are embroiled in criminal and corruption case’s are attracting others but threaten the very core of leadership and humanity with their flouting of humanitarian values. .

Leaders who Mentor Potential Leaders Multiply their Effectiveness

Leaders create and inspire new leaders by putting trust and faith in their leadership ability and helping them develop leadership abilities they don’t know they possess.

My personal experience with welfare organizations and other boards has been that when people work together side by side and for a common cause they no longer add to their personal growth but their unity multiplies their strength. Meanwhile as individuals

people grow exponentially when placed in high trust positions and allowed to make decisions.

The truth is “there is no success without a successor” and as a leader one must continuously keep in mind the question of “who will take your place?” This question often haunts me in my business and other welfare organizations where I play a major role. As a leader one must make a serious resolve: *“I am going to produce leaders who could produce other leader’s”*. It then becomes important that we don’t just add leaders but focus on multiplying those leaders.

I have been the President and on the board of several welfare organizations and my focus has been in searching and developing leaders who have a passion for training others to achieve their leadership abilities. Being a trainer myself I have always wanted others to gain a deep understanding of their ability as potential leaders.

Since 1999 when my wife and I began our business of training medical transcriptionist we had strategically added a course on leadership and attitude into the course content which became our passion over time.

In 2008 we expanded into an actual production division of transcribing for US doctor’s with highly skilled & professional transcriptionist as Quality Analysts who required over six to seven years of expertise in their trade. I was taken by surprise that over 80% of my employees turned out to be our harvest graduate’s and wanted to work with our organization due to our credibility over a decade.

Most of these employees have recalled their leadership and attitude training sessions as the key reason to join our organization. It surprised me that my passion for training people was soon becoming a profitable business in another area. I then realized that somewhere my passion to lead and train others allowed me to collaborate with complete strangers who were willing to learn and ultimately led them to be interconnected with my business. I now firmly believe: *“Investing in people and honing their leadership skills is the highest calling of leadership”*.

Conclusion

Zig Ziglar says: “Success is the maximum utilization of ability that you have”. I believe: “Success is the maximum utilization of the abilities of those under your leadership”. Andrew Carnegie explained it as: “I wish to have as my epitaph ‘here lies a man who was wise enough to bring into his service men who knew more than he’”.

Summary

- As Leaders we need to reproduce leaders.
- When we Grow a leaders we grow the organization.

- True Leader's Attract Potential leaders.
- Leaders who Mentor Potential Leaders multiply their Effectiveness.

You cannot build a great team without great players. Get your vision seen, implemented and contributed to by others through a process of interconnectedness. Help them develop leadership abilities they don't know they possess yet. And remember, there is no success without a successor.

About Prem Sakar

Prem is the President & CEO of Harvest Transcription Private Ltd. He is a former Vice President of DSJ Group, India's leading financial service and capital markets corporation with over 23 years of expertise in the Service related areas of Merchant Banking, Portfolio Management, Capital markets, Software development and the BPO industry. He remained as the Vice President of a Software company prior to founding the Harvest Group in 1999.

Prem is a regular speaker at seminars, conferences, colleges and universities in India and overseas on subject related to Leadership and the BPO industry. He is actively involved in community service and is the recipient of three National Awards 'Pride of India', 'Rastrya Ratan Award' and 'Rajiv Gandhi Shiromoni Award' from the Global Economic Council for his Individual performance and distinguished service to the nation. On a personal note, Prem is married to Sonia now for 23 years and has two college Boys. He enjoys chess, cricket, table tennis and reading. He is an alumnus of North Eastern Hill University a member of the Gideon's International in India and a care cell leader at his local church.

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Shifting from self-interest to enlightened self-interest changes everything

IAN BERRY

I define leadership as the art of inspiring people to bringing everything remarkable that they are to everything they do. I believe that leadership is useless without management, which I define as the science of making it easy for people to bringing everything remarkable that they are to everything they do.

In our world today we have a crisis of management as much as we do a crisis of leadership and for me the root cause of our crisis is that most so-called leaders are driven by self-interest rather than enlightened self-interest.

The following entries are found at:

http://en.wikipedia.org/wiki/Enlightened_self-interest

“Enlightened self-interest is a philosophy in ethics which states that persons who act to further the interests of others (or the interests of the group or groups to which they belong), ultimately serve their own self-interest.

It has often been simply expressed by the belief that an individual, group, or even a commercial entity will "do well by doing good"

In contrast to enlightened self-interest is simple greed or the concept of "unenlightened self-interest", in which it is argued that when most or all persons act according to their own myopic selfishness that the group suffers loss as a result of conflict, decreased efficiency because of lack of cooperation, and the increased expense each individual pays for the protection of their own interests."

All over the world I see 'unenlightened self-interest' destroying businesses, families, lives in general, and of course, being in the grip of 'unenlightened self-interest' means we are not yet able to avoid the catastrophes caused by our inability and unwillingness to live in harmony with our planet.

The good news is that I have also seen productivity and positivity go through the roof, and the changing of what's normal for the good of people and our planet, when the awesome power of 'enlightened self-interest' is at work.

Is 'enlightened self-interest' driving you? Could you do more for your world and therefore for yourself?

For me there are three foundations for living a life of 'enlightened self-interest': Personal significance - Collaboration - Sustainability.

Personal significance

Each of us is a one-of-a-kind. The great paradox of life is that we cannot be the best individual we can be without help from other one-of-a-kinds!

I define personal significance as our ability and willingness to be all that we can be on a consistent basis. None of us are perfect however it is my feeling that most of us can be much closer to perfect than we are.

We begin to step into our personal significance by first accepting that we are significant. We cannot be anything else because there are no duplicates in human life. Most of us however fail to get past this first base. Instead of feeling significant we actually feel insignificant.

Take a moment right now and give thanks for the fact that you are a one-of-a-kind person, out of some 90 billion people who have walked the earth.

And then reflect on this: everyone else is a one-off and our primary task in life is to find ways to connect and collaborate with others so that we build a world together that is greater than the sum of the parts.

The second step to personal significance is to discover our life's work - to "do what we love in the service of people who love what we do" as Steven Farber puts it, and then, get on with it.

Please download a one pager at:
www.ianberry.au.com/docs/DiscoveringYourLifesWork.pdf to help you discover your life's work. It contains a map for asking the following 16 questions that I have found highly valuable to continually ask and answer.

- **How do I:**
 - Serve others?
 - Help people achieve what is important to them?
 - Solve people's problems?
 - Offer solutions to people's challenges?

- **What do I know?**
- **What are my key skills?**
- **What is my real expertise?**
- **How do I practice what I know?**

- **What is my attitude to living?**
- **What am I really committed to?**
- **How can I be more disciplined in taking action?**
- **How I am really different from others who do what I do?**

- **My purpose in life is?**
- **I am passionate about?**
- **My Joy is?**
- **My art is?**

Accept your personal significance and continually ask and answer these 16 questions and you will live your best life.

Collaboration

A few times in my life I have felt let down by what I perceived was betrayal by others of perceived agreements to do certain things.

The last time this happened I allowed myself to feel hurt for many months. The positive consequence was that I developed a process for reaching agreement with others. I trust you will find it valuable in making your collaborations successful.

There are three worlds within our one interconnected world. The one in here - that's my world; the one out there - that's your world; and the one that is vital when it comes to collaboration - the world we share.

I believe that there are three main reasons for human conflict:

- disagreement about the goal/s, objective/s, or aim/s.
- disagreement about how the goal/s, objective/s, or aim/s will be achieved.
- assumption of agreement in 1) and/or 2), and a negative response when such assumptions result in perceived betrayal.

The Seven special steps to successful collaboration

1. Establish that there is agreement concerning the goal/s, objective/s, or aim/s. Don't move on until you are absolutely certain there is agreement.
2. State what you can and will do to achieve the goal/s, objective/s, or aim/s
3. Ask the other person or people involved to state what they can and will do to achieve the goal/s, objective/s, or aim/s.
4. State what you feel are the milestones or measurements that will indicate you on on track to achieve what you say you will in 2).
5. Ask the other person or people involved to state what they feel are the milestones or measurements that will indicate they are on on track to achieve what they say they will in 3).
6. Agree on dates and times you will be in touch with each other to discuss progress and celebrate achievements.
7. Confirm in writing via email or letter your agreements in 2) through 6) and ask for a confirmation response from the other person or people involved.

Sustainability

I define sustainability simply as doing good in the spirit of enlightened self-interest.

The Chairperson of The Elders and a role model for us all, Desmond Tutu says, "Despite all the ghastliness that is around, human beings are made for goodness."

When we do good through our personal and working lives we tap into the most powerful force on earth, the human spirit, and the inherent desire in each of us to be the best we can be.

Tap into the goodness of your employees and they will automatically be more productive, more creative, and more innovative. Such employees will deliver greater value to your stakeholders than you ever dreamed possible, and as a consequence you will exceed the goals for your business by a country mile.

The name we give to doing good in business circles is corporate social responsibility or CSR, or simply corporate responsibility. There is no shared view about what CSR is however. Ask 100 people what CSR means, and you will likely get 100 different answers. This is one reason why I simply say, doing good.

There are folk who think that doing good is philanthropy, and it is, however for me it is also much more.

Doing good for me means taking responsibility for our feelings, thoughts, and actions. Doing good means accepting our personal significance and living this significance on a consistent basis. Doing good means competing with ourselves and collaborating with others. Doing good means living a personally sustainable life by not exploiting other people or our planet.

In my book: *Differencemakers - How Doing Good is Great for Business*, I provide 142 actions for doing good. You can download this book free by signing up for my monthly gift list on the home page of my website www.ianberry.au.com.

Summary

The world is in the vice like grip of a crisis of management and leadership that is underpinned by people driven by self-interest.

We are breaking free however through living lives that have enlightened self-interest as a foundation. It is a renaissance that began in the 60's and gained serious momentum in the wake of 9/11.

It is a wonderful time to be alive. We are changing what's normal for the good of people and our planet. Such a journey begins with being personally significant, collaborating with others, and doing good, because we must in order to leave a legacy of sustainability for our children and our grand children.

About Ian Berry

Ian Berry CSP FAIM is the Founder of The Differencemakers Community.

The author of 3 books and a contributing author to 3 more Ian is a writer and international business speaker on how doing good is great for business.

Ian holds the Certified Speaking Professional (CSP) designation, the highest available to professional speaker internationally. He is also a Fellow of The Australian Institute of Management.

For almost two decades Ian has challenged minds, stirred hearts, and inspired people from all walks of life to do what they have never done before.

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Learning Lessons from Working with the Young

The Difference between Simple and Easy!

DEREK SMALL

I am fascinated by these things we agonise over as adults; you know the kind of thing - leadership, effectiveness, co-operation and contribution. I am often amazed at the strong feelings that some people have about what these things mean and how they are to be achieved in business and life in general. I am uncomfortable, however, with people telling others what they are and what they should look like. I too have been guilty of this. After much reflection I now believe that most of what I know came from practice and not theory. I also realise that it's not about right or wrong but what works for me!

Most of my lessons came from working in youth theatre and sports coaching and not business. You are actually 'down and dirty', and leading by being there, not dispensing wisdom from some distant office. Your mistakes are very real and the consequences are immediate. Their impact on mood and behaviour, co-operation and contribution clearly demonstrate cause and effect.

Let me tell you a little about one group I was running with Maggie, my wife. We started Great Western Youth Theatre on becoming dissatisfied with the opportunities offered to our young son in our small town. One dark and rainy winter evening we held the inaugural meeting with a few others and set up a small group that had an initial six members around the age of ten. We decided on a couple of key principles. We wanted :

- To put on shows that gave every member a chance and not just the talented few,
- The group to be inclusive, with membership not be by audition, but on the basis of desire to be there.
- To be judged as a theatre group not just as a bunch of 'kids' doing plays.

By the time of our first production, a musical aimed at the young, some six months later, the group had grown to around twenty and a few parents voluntarily gave their time to help with technical and support areas. The age range had expanded and we then had to split the group into two and work on different material with each group.

We had learned that the older group needed the challenge of more demanding material to stretch and involve them. They ended up performing works that demanded a level of maturity far more than was being asked of them in their local schools. I often reflect on the impact of people in business doing mundane, undemanding and boring tasks, and wonder about the effect this has on their motivation and creativity.

When we left the town some ten years later we had been forced to set a top limit of fifty members for the younger group and had a waiting list bigger than that. We still took new members in strict date order although many groups would have been tempted to select the best talent. The senior group had grown to around forty-ish, some even returning from university to stay involved. Some even took the chance to direct and others to be musicians for the group. We performed two major productions, a series of concerts and entered several One-act Play Festivals every year and we even took part in the Edinburgh Festival. What was the key to the group's success?

I am certain that the original set of principles were vital! However, it was the everyday practice of these ideas that was so vital and enabled the group to come up with a number of original productions as well as some stunning performances of more well known theatrical fare.

Team discipline within the group was paramount. Not the imposed, do this – do that!' kind, but the kind of self-discipline that enabled them to work on their own in small and constantly changing groups. I.e. No cliques, no 'regular' friends you would work with but a total group ethos, boys working with girls, individuals working other members outside of their normal school friends or age group. etc. Even with the hundreds of youngsters involved over that period of time we had little in the way of challenge. It was just the way we did things, the culture if you like. We had to ban two older boys going through a rebellious period for a couple of weeks to show what was not acceptable. Both came back realising that being 'in' was better than 'out' and eventually became real leaders themselves. This internal discipline and culture led to an outflow of creativity and contribution from some surprising sources. Mice-like children came in, grew in confidence, and contributed far more than we would have dreamed possible. Would this mindset be something useful in adult work environment?

So successful was this behaviour that, having set the tasks or exercises, the kids just 'got on with it'! This had huge payback when in the theatre for major productions. It was a requirement to have adults in the dressing room acting as chaperones to look after the children's safety. They were surprised to be told that their main task was to stay out of the way, since the cast knew more about what to do than they did. I reflect on how many managers feel the need to impose discipline on their staff. How often over the years have I heard the observation that so many managers actually get in the way of their people doing the right thing?

Perhaps the biggest lessons of all however, were ones that the group taught me! One was the value of an apology. I recall the occasion I made an ill-judged comment about the awkwardness of one of the members, a very tall, clumsy fourteen year old. I knew I had made a mistake as soon as the words were out of my mouth, and apologised immediately. The group knew it too! My apology was not as quick as the intake of breath from the rest of the group, and I knew immediately I had risked damage to my relationship with the group. It was only a temporary glitch as I had a fair amount of credit, but what would have been the consequences had that not been the case or had I not admitted my mistake immediately?

It wasn't we who told the group to look after each other while on stage, it was something that came out of the values of the kids. It wasn't me or Maggie that told the kids how to handle a severely autistic member or the boy with a bad case of 'Attention Deficit Disorder'. The gentle helping with a nudge or a subtle gesture from group members meant that at no time over a ten year period did anyone in the company need a prompt – that embarrassing offstage voice that tells everyone that somebody had forgotten their words. After the first performance we never had anyone operating in that role and never needed it. The way people behave towards each other is often a result of the environment they are working in. If the regime is repressive then it is not uncommon to see bullying and intimidation. If the culture is benevolent then you tend to see more in the way of support and encouragement. What culture do we often see in business?

In the field of physical coaching (in my case Karate) it was similar. The discipline in the martial arts is pretty intense and arises out of the Japanese culture of systematic teaching by rote. We found that in a very short while the need for the intimidating atmosphere was reduced, and that explanation was better than just demonstrating the techniques. The whole idea that a single technique had a whole variety of applications stopped us from thinking in straight lines. One key element of success was the focus on what was working for the students as opposed to the failures.

It's much easier to build on something that works than to try to stop someone doing something wrong. My wife Maggie is very successful in teaching people to sing - some astonishingly well, going on to music college and in a couple of instances, the

professional theatre, and even the West End Theatre Circuit. It's usually the little light bulbs that get people fired up and enthusiastic so that they take the ideas and run with them themselves. There is nothing more encouraging to a mentor, coach, enabler, teacher than to see a student having learnt something that inspires them and taken it away and then come back having expanded it so much further.

I believe that mature examples should create an ambience that allows a team or an individual to be as good as they can be, rather than telling them what to do. It is a certainly something that has drawn the best from me over the years. It may not be what will work for everybody, but it has certainly worked for Maggie and me. Thank you Great Western Youth Theatre! Thank you Avon Shotokan Karate Club. Thank you to all the students that have taught us so much! If you want a better understanding of areas these practices have worked in the adult world – take a look at www.mml-net.com

'You teach best what you most need to learn.' Richard

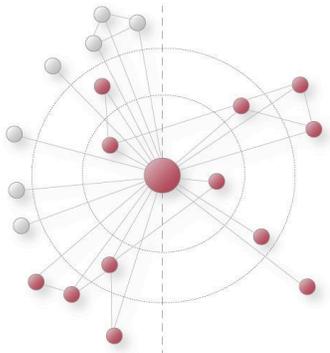
About Derek Small

A 'Bulge baby' born in Bristol, England, Derek dropped out of school to play in a rock band. When the band refused the opportunity to turn professional, he gave up and turned to teaching, working in a large secondary school. He then took a series of appointments including Sales, Service Management, Buying and Accountancy, until meeting up with an ex director of Rolls Royce and itinerant jazz musician to help start MML. This led to working with a large number of Blue Chip businesses, helping improve supply chain performance.. He then started to look for the keys to cultural and behavioural change and this journey led to working with Covey Leadership Center, and then on to working with and developing his own portfolio of courses. He works in many countries around the world, but loves coming home to his wife, Maggie, with whom he has a son, David.

Network Leadership

NAVINDER NERANG

Moving Forward from Social Networking



"Organizations are and always will be run by people. They are infused with purpose and meaning only through the imagination and will of people..." Lawrence and Lorsch (1967)³

Introduction to Connectivity and Interconnectedness

The work that has produced this article is not entirely my own – it is a work developed by me after connecting with the individual works of various authors, known and unknown, past and present, and acknowledged as such to demonstrate an important change that we see happening around us, but was always there albeit in a latent form.

³ Lawrence & Lorsch pioneered the field of human resource management by showing how the principle of "unity of effort" requires not just unity of command (integration) but managing the time orientation of workers in different subunits or subsystems (differentiation).

When we grew up in our times, we learnt from our interaction with our parents, teachers, friends, relatives, colleagues, peers and subordinates. Whatever we exhibited and produced thereafter was surely a manifestation of our being and becoming, however it was also a result of the individual connections that we developed with each of the people segment mentioned above. There was no way that we could have collaborated with more than one of them at the same time unless we were geographically co-located and physically together. Still, there were changes where people were inspired by reading a 'Karl Marx', listening a 'Beatles', and watching a 'Ben Hur', and used these 'mental connections' to commit themselves to actions that produced something different, something better that would inspire others who followed.

Lawrence & Lorsch pioneered the field of human resource management by showing how the principle of "unity of effort" requires not just unity of command (integration) but managing the time orientation of workers in different subunits or subsystems (differentiation).

In other words, leaders inspired followers through individual connections created through their recorded actions. These strong individual connections were largely responsible for building leadership. For these individual connections to achieve '[interconnectedness](#)', the time and space factors had to be factored in, so that one individual waited for years to get those 'individual connections' become 'networked' in his brain, for him to take a better, collective meaning out of the same.

From Connecting to Networking

Technology is changing the way things happen – in fact, technology itself is an omnipresent proof of leadership that envisions creating a paradigm shift for the way leadership works. Internet, Web 2.0, and other specially designed group-based software are showing the way forward on how utility of networks can be harnessed to usher in collaboration in a previously unimagined manner. The ability to host multiple identities online in real time opened up the possibilities where physical divides do not mean much, so long people are aligned in thoughts, medium of communication and intent. This has led to mushrooming of [social networking websites](#) that started with getting people together online, and are now getting them together offline as well.

Whenever changes occur in the fringes of society, they are harbinger of bigger events waiting to happen. Our world is growing increasingly cellular. Our connections to institutions are more fractured and episodic. Unlike our bowling-league parents, we do not count on intermediary organizations, like unions or churches, to facilitate our links to political candidates or community causes. When we engage in group activity, it's generally through peer groups we have convened on our own. We practice membership not through trips to the local clubs, or even the local pubs, but through email subscriptions, donations made on impulse, and flash-campaigns.

In a cellular world, leaders and followers are in some type of exchange relationship to get goals met and therefore power is transactional, not institutional. Network-centric organizations measure their effectiveness not by how much money they raise or how much press they get, but by how well they are able to make fruitful connections between their constituents. Interactions are more important than broadcasts. Network groups are aware to the fact that that an organization's real authority exists among its extended community – online and off-line. Power is generated by citizens at the grass roots. What the organizational framework provides is an opportunity for coordinated action.

From Self-expression to Collaboration

The goal of human nature is hard wired in people. Somewhere in our mammalian evolution, we picked up socializing and connecting with each other as a species characteristic necessary to work together and form a tribe. So when internet developed, these social networking groups of 'tribes' became the first means of expression of ourselves.

The real evolution of the internet is not about the content, marketing, philanthropy, product placement, etc. etc. The core of the network is connecting people to learn and share with each other, to collaborate, to evolve and to be. Communication among human participants is one of the most critical components of collaboration. Successful use of tools in collaborative task situations requires that participants are able to communicate effectively. Our survival in the ecosystem has always been dependent on communication and collaboration; it is just that the scale of communication now includes the people on the planet facilitated by social networks on the internet.

The future of social networking is already changing from self expression to collaboration. Facebook now has many groups which have moved from social pleasantries to social causes, though the bulk of the communication still focuses on 'expression'.

However, social networks will diverge and move towards two different models:

The 'social graph' model that places the individual's profile at the center of the universe will be effective for keeping track of what is going on in your network, social networking, and entertainment. However, this model completely breaks down as a legitimate productivity tool as any particular individual grows their network. Simply being able to add different types of contacts will not solve the problem.

The 'social cause' model that de-emphasizes the personal profile, and instead emphasizes the relationship itself, with the main goal being interaction within its appropriate context; that model could scale over time no matter how big your list of relationships gets because interaction is proactive and directed rather than based on profiles. The information shared is passive, optimized for browsing and contextual to

the needs and voids that present opportunity to those who identify these needs/voids and want to create solutions.

It is the social cause model that will have different variants as per the importance of the need, the 'stickiness' of the message and the levels of participation. To amplify further, increasing crime in a locality may drive some citizens to create a network to find solutions to the problem. However, it may remain a low-profile effort and warrant the involvement of only the inhabitants of the city, and as best a few interested people in the adjoining districts, and some people having an indirect interest in the developments. There is also a possibility that the network invites interest from 'social contacts' of the existing members who, though geographically apart, identify with the problem either as 'sufferers' or as 'solution providers'.

Establishment of Common Purpose - Enter Network Leadership

There is another critical aspect of social networking, however, that has not yet been addressed and it's one that will serve as the anchor component for social networks as they begin to enter their next stage of evolutionary development. While the social model of networks is likely to usher in great opportunities for wider participation, it will also provide great opportunities to develop people who could translate the thoughts expressed into actions and become leaders.

In its present form, social networks offer great challenges to make them truly relevant and collaborative. The brilliance of Facebook platform is that it greatly expanded what people could do on social networks. The problem is that what people do is still pretty limited. Take a look at the top applications on Facebook – they can be roughly grouped into:

- 1) Managing/comparing/interacting with friends in a general context;
- 2) Self-expression ([Slide Fun space](#), [Bumper Sticker](#));
- 3) Games ([Farmville](#)); and
- 4) Media preferences ([iLike](#), [Flixster](#)).

These are all fun and interesting, but they only begin to scratch the surface of what I do every day. There are only shared opinions of likes and dislikes; there is no shared opinion on which way to go. There aren't real opportunities where someone can exhibit his initiatives and take things forward. There is no clear goal or set of goals set by anyone which can be taken as guidelines for activities within networks.

Since there are no initiatives and goals, there is no scope for creating a hierarchy or clear authority lines. There are no clear decision processes and procedures that can be relied upon to produce desired results.

There has to be a strong orientation towards facilitating interaction processes, mediating between different entities/players/actors and working towards goal searching rather than goal setting. Once the networks are enabled to effectively manage purposeful collaboration, they develop into a [Network Organization](#).

Defining Network Organizations

Network organizations are defined by elements of structure, process, and purpose as follows:

Structurally, a network organization combines co-specialized assets under shared control. Joint ownership is essential but it must also produce an integration of assets, communication, and command in an efficient and flexible manner.

Procedurally, the actions of participants are constrained by their assumed roles and positions, while their influence is allowed to emerge or fade with the development or dissolution of ties to others. However, as decision-making members, they intervene and extend their influence through association; they alter the resource landscape for themselves, their networks, and their competitors and in the process can change the structure of the network itself.

A network as an organization presupposes a unifying purpose and thus the need for a sense of identity useful in bounding and marshaling the resources, agents, and actions necessary for concluding the strategy and goals of purpose. Without common purpose, agents cannot discern either the efficacy or desirability of association or know whether actions are directed towards cooperative gains. In other words, there has to be a common purpose that binds different networks to create a strategic consensus for joint action.

Network leadership is the ability to orchestrate the behaviour of network entities and network activities in creating value towards common purpose. It is systems-thinking leadership taken to the next level, far beyond traditional inward looking and autocratic management. It requires leadership qualities to engage, empower, facilitate, and bring 'interconnectedness' to all participants. And, it is anchored by a study of the changing dynamics in the environment around us leveraging on like-minded people in a network enabled space. Network leaders need to find answers to the following questions: -

- What would bind these people together?
- Who should lead the network? What are the reasons for this right of leadership?
- How would the members of the network benefit from the network?
- How should an entity structure itself internally to be effective in the network?

Applying Network Leadership

The dynamics in the present challenging environment call for a flexible, yet, effective approach in value creation through networks. People increasingly turn online to find people who know them, care for them, and are willing to accompany them in their journey of life. The connectivity and desire to collaborate purposefully is evolving human behavior to a scale and tempo not experienced earlier. This behavioral change will further evolve where: -

1) Networks acquire the traits of enterprises, where participants identify with the vision and mission of the network and create value to benefit both themselves and the organisations.

2) Enterprises and organisations re-invent themselves and adopt characteristics of network leadership to be able to glide effortlessly from networks to workspaces and vice versa.

However, the adoption networks also bring in constant changes, both in terms of newer participants and newer perspectives and no position could be permanent until the supremacy of the participant is established. The parameters that will decide the worth of the networks and their participants are:

- Instilling trust-based competencies (values-based ethical behaviour; self-awareness and adaptability) in leaders at all levels to enable them lead beyond their authority, beyond their direct circle of control.
- Willingness to share strategic issues and rely on network partners based on agreed parameters.
- Ability of teams to understand the strategic relationship and execute plans holistically, need to do away with “Not Invented Here” and “We Know Everything” syndromes.
- Internal processes and procedures that need to be constantly evolving to accommodate the network-centric strategy – a lot of training and re-training needed for all participants to keep pace.
- Strong network orchestration ability by network leaders to ensure the effectiveness and sustainability of the network.

Making Networks Future Ready

For the world to function effectively in the future Network Centric and Collaborative environments, it is imperative to develop trust based organizations in the manner Google developed as a ‘information solutions’ organization. The experience of being a part of these networks will be like breathing air, when it’s integrated into everything that you do. People and organizations in different zones will be interconnected to perform specific tasks towards goal searching, goal setting and goal attainment. All that is required is to give them the knowledge, inspiration and networks they need to be effective.

Once that stage is reached, the networks will transcend teams, groups, societies and even governments. Here is a peek into the future:

An emergency situation in any country will invite response at ground zero from networks of volunteers, resources, governments, NGOs and private enterprises that will be measured, monitored and optimized by another network that has taken up the project.

To arrive at a path-breaking invention, multiple research teams will be able to work simultaneously on the same project, with the network managers being stakeholders

who continuously evaluate the results through complex algorithms enabled by high-end computing.

Network education could be a new concept, wherein students all over the world use networks to actually participate in 'field programs' without being there permanently, and using the experience to grow in the desired fields.

Networks would actually become an important factor in making the governments more effective, as they will have a direct bearing on the election polls. They could be even taking away a lot of power from the bureaucratic corridors by getting involved at every stage and making the government efforts transparent, focused and shared.

What it Takes to be a Leader in a Network Centric World

The best thing about leadership in networks is that your workspace can be fitted to the leader's vision as that will decide capacity for network creation. A leader who takes charge of networks in any proportion: -

1. Starts with a common purpose.
2. Acknowledges that communities (including those at work) are social entities.
3. Throws out old assumptions that all interactions must be strictly hierarchical.
4. Establishes a democratic community where individuals are equals.
5. Focuses on policy and strategy issues and getting people to collaborate.
6. Enables all participants in the organization to contribute; uses structure and management only to honor the community purpose.
7. Encourages support staff and volunteers to act like administrators and owners of the community, its standards and purpose.
8. Supports learners and a learning culture.
9. Implements a decision making process that is less bureaucratic, open and flexible.
10. Is comfortable with chaos.
11. High tolerance for ambiguity.
12. Assumes good intentions.
13. Values good data about constituents / target audience.
14. Develops and tests common language and values.
15. Values friendships and trust. Designs work projects to foster team building. Listens to the way people relate to each other. Personal dynamics matter.
16. Innovates ways to push power to organize and lead projects to the edge of the network.
17. Finds ways that the resources not only serve the core group but also the peripheral members.
18. Encourages innovation, supports leadership from within.
19. Thinks win-win-win (I win, you win, community wins).
20. Let data control choices, not opinions. Leadership is less based on leader instincts and more on tests. Prove assumptions or look for data to carry the conversations about what will and will not work.

Navinder is a military veteran with 21 years of leadership and management experience in the Indian Army. He has successfully led sensitive population-centric missions in sensitive areas including Kashmir independently with tremendous success. He is proficient in developing & streamlining systems and processes to enhance operational effectiveness. He is highly experienced in strategic planning, resource allocation, leadership development and team-building and has successfully driven teams towards the intended objectives. Over the last two years, he has focused increasingly on leadership behaviour, and is an active member of leadership groups on LinkedIn, besides being an author of a blog on 'Leadership Learnings'. He is the member of the Core Leadership Team behind XISF Foundation, a non-profit organization for service veterans. He is also a roundtable member of Difference Makers Community started by Ian Berry and is the India Founder for Leaders Café 2020, a unique leadership initiative started by Kwai Yu.

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Collaborating Through Words

DR ANN VILLIERS

The words we use have the power to change lives. Whether it be particular words or how words are combined, these symbols can inspire, intimidate, undermine, confuse, encourage, embrace, galvanize. In a world where collaboration on a massive scale is needed to deal with major issues, the power of words is one of the greatest tools at hand.

Sense making is the art of using words to ‘join the dots’ between various thoughts, ideas, and pieces of information so that others can ‘get’ our meaning. As we face multiple, complex problems at the global, national and local levels, our ability to sustain collaborative efforts in the face of competing and at times incompatible ways of ‘joining the dots’ is essential for our survival.

Choosing words wisely carries a huge responsibility. George Orwell commented on the bad writing habits that spread by imitation in his 1946 essay *Politics and the English Language*⁴. His comments still apply today, to both written and spoken language. He wrote that “if thought corrupts language, language can also corrupt thought.” He warned of the need to be constantly on guard against “the invasion of one’s mind by ready-made phrases”. To foster collaboration we need to be mindful of how words can ‘corrupt’ our thinking, making us immune to dishonesty and danger.

Let’s take just one of these issues to illustrate what I mean – population. The planet has too many people and people are ageing. A United Nations report describes population ageing as having “profound, pervasive and enduring” consequences that present enormous opportunities as well as enormous challenges.⁵ Only the very brave will venture into the territory of population issues. Yet even on the less contentious aspects of this topic, word choice can ‘corrupt’ our thinking.

⁴ <http://www.netcharles.com/orwell/essays/politics-english-language1.htm>

⁵ <http://www.un.org/esa/population/publications/worldageing19502050/>

How popular categories distort our thinking

Discussions about ageing frequently draw on generational categories. Some people have made lots of money from slicing and dicing generations. While we are all to some extent a 'product of our times', to lump people together based on birth date and then pigeonhole the entire group into a defined category with common qualities and motivations, is to ignore the variation within any group.

Influential voices such as the media, writers and public speakers pick up on these sweeping generalisations and keep repeating them so that people come to take them as 'fact'. Baby Boomers are referred to as 'change-resistant'. Generation Xers are said to value 'enjoying their lives' and 'learning opportunities'. We start to think that this is how the world actually is and overlook that it is a convenient construction.

Generation-based categories are contrasted with each other, as though members of other age groups are never change-resistant, don't want learning opportunities or don't wish to enjoy their lives. Emphasising such differences separates people, easily sliding into concerns, even fear, that one group is creating problems for others or that one group deserves special treatment. Fear inhibits understanding and fosters a blame culture based on 'them' versus 'us'.

Generational stereotypes seem to give us a sense of predictability and therefore control. We humans like predictability as uncertainty is uncomfortable. Now that I 'know' how each generation will behave, life is much simpler. But this overlooks our tendency to look for information that is consistent with what we already think, leading us to avoid, dismiss or forget information that will require us to change our minds and behaviour. Herein lies fertile ground for stymieing collaboration. As Mark Twain put it: *"It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so."*

Six skills of the sense making collaborator

Sense making collaborators draw on a range of language, cognitive and interpersonal skills to build understanding. Six of them are:

1. **Mindfulness:** In order to make sense of a situation for others we first have to make sense for ourselves. We need to be consciously aware of our own thinking processes, beliefs and values and how we use these to filter information. As Marcel Proust put it: "The real act of discovery consists not in finding new lands but in seeing with new eyes."
2. **Intention:** When it matters, sense makers approach situations purposefully. They set out to make a difference, to seek to understand, to build trust and goodwill,

to model courteous behaviour. A conscious intent, particularly in the face of entrenched views, subtly affects our mental state as well as our behaviour.

3. **Noticing:** The psychiatrist R.D. Laing said: “The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice, there is little we can do to change; until we notice how failing to notice shapes our thoughts.” We are bombarded with details, cues, information, many of which go unnoticed. Sense makers are aware of what they should pay attention to and notice details that others miss, particularly about a person’s language and thinking practices. They notice the impact of word choices and can anticipate their potential ‘corrupting’ effect.
4. **Suspending judgment:** Assumptions about what someone else is thinking and feeling, what their intentions are, and what their behaviour means are the source of most glitches that stymie collaboration. Sense makers consciously suspend judgment in order to better listen and understand what is happening. They know how easy it is to slide from one throw-away phrase to a total personality assessment.
5. **Listening for understanding:** Listening is most difficult when we don’t like a person and/or their views, don’t understand a subject, disagree with a view or have no interest in the person and/or their views. These are the times when we most need to suspend judgment and make the effort to listen, with the intention of learning how they are ‘joining the dots’. Sense makers know that no one sees reality completely as it is, including themselves. Yet when we disagree with others’ perceptions we assume we are right and they are wrong. Understanding how another person is joining the dots becomes almost impossible if we are focusing on how wrong they are.
6. **Linguistic flexibility:** Sense makers have a wide repertoire of language practices that enable them to adapt to many circumstances. They are particularly adept at using questions to gain understanding and influence people past resistance. They can frame and reframe information to win acceptance of one meaning over another, to get to the heart of a matter, to make linkages between seemingly unrelated matters. And they can do this so that the matter makes sense to others in language that is clear, honest and diplomatic.

Fostering a collaborative climate

Some of the most important ways we can encourage collaboration are at the micro level, those fleeting moments when we augment or diminish how people relate to each other. These moments combine skilful behaviour with elegant word choices. Fostering a collaborative climate means:

- Helping people to understand each other.
- Finding common ground amongst people with differing viewpoints.
- Mediating conflicts between people.
- Accurately restating the opinions and emotions of others even when we disagree.
- Being cautious about our first and last impressions.
- Exercising courtesy in trying circumstances.
- Giving people a voice, particularly the silenced and disenfranchised.

Keeping the lights of possibility switched on

With the planet at risk of possible social extinction, a major concern is whether we can collectively do something soon enough to make a difference. We have plenty of reassuring examples of pulling together, such as responses to tsunamis and bush fires. We also have dismaying examples of collectively delaying, ignoring, disagreeing, so that little of major substance is achieved. Reaching the Millennium Development Goals⁶ is an example. These issues are big, difficult, complex. They can seem impossible to deal with. The language of impossibility can taint our minds, spiralling us down into a quagmire of inaction.

People who want to foster collaboration need to cultivate realistic Possibility Thinking. This means:

- Encouraging others to keep thinking the impossible is possible.
- Continuing to take action, however small, to set an example of not giving up.
- Providing support to others when the clouds of doom rain heavy on their enthusiasm.
- Fostering options thinking to counter limiting black-and-white thinking.
- Offering hope that solutions can and will be found.

Fostering collaboration is not for the faint-hearted. It demands a drive to make a difference, a recognition of the interconnectedness of human beings regardless of their age, creed or culture, and an awareness of the power of words to change lives. This in turn requires courage to be constantly vigilant so as to avoid mindless imitation of unhelpful language practices. Our survival may depend on it.

⁶ <http://www.undp.org/mdg/>

About Dr Ann Villiers

Dr Ann Villiers is Australia's only *Mental Nutritionist*[®], specialising in mind and language practices that people use to shape the future. She pioneered the concept of *Mental Nutrition*[®] to capture the essentials of how we manage meaning and make sense of our encounters with people. Applying a *Mental Nutrition*[®] framework takes understanding between people to higher levels of skill, elegance and effectiveness.

As a learning guide, speaker, author and career management coach Ann builds people's sense-making expertise, enabling them to think flexibly, speak confidently and build quality connections. Ann draws on over 20 years of business and senior management experience plus an academic career at the Royal Melbourne Institute of Technology.

Dr Villiers lives in Australia's national capital enjoying all the sense-making that Canberra has to offer.

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Connecting Through Speaking

MARILYN JESS

The world is big and becoming smaller at the same time. What once took days or weeks now happens when we press a button or speak a voice command. With the popularity of the Internet and the World Wide Web, communication happens in an instant—but do people really feel heard, and connected to one another? Working as a professional speaker over the past decade has convinced me that no matter how technical or fast communication becomes, nothing can replace a conversation between people. To bridge the gaps between people, effective speaking is the key.

How does such a diverse global population connect in a way that is meaningful? Speaking—the oldest form of communication and the one used the most, is also, and often, misinterpreted by both the speaker and the listener. We observe this and experience it all the time, from the grocery store to the conversation with your boss. Messages become clouded and misunderstood. Tempers flare, feelings get hurt. One could even argue that serious armed conflicts, actual wars, take place due to misunderstandings in verbal and nonverbal communication.

To reap the benefits of instant global communication, I believe it is ever more important to focus on speaking with (not to) one another, as this influences all other ways we connect. Speaking is a primary means of making interconnectedness between people and nations a reality.

Sound simple? Not so much, because even when we speak, messages miss the mark. Wouldn't it be easier if we all spoke one language? There, too, not so simple. There are many variations of the same language. Call them dialects, regional speech, and now texting, a language that's spoken as well as typed, and shortens words. Your spoken

messages can easily be misinterpreted. Spanish is a language that many people speak, yet if you go to Europe, versus Latin America, you will hear different variations of Spanish. Even in different regions of the same country, Mexico, people speak different Spanish dialects.

An essential part of effective speaking is careful listening. That's right, great communicators listen, and they listen much more than they speak. Consider that for a moment—who do you know that is a great listener? I can probably count on one hand the number of people in my life who I can count on to listen to what I want to say.

A good listener is more likely to be a good communicator. It's hard work to shut off everything you want to say and tune into another. Yet, that's how real connections and trust forms. When someone listens, and you feel heard, that listener pays value to what you say, and true interconnectedness happens.

Listening. It sounds counter intuitive, doesn't it? You need to listen more, speak less, and pay value to another by focusing on *them*. Yes, you read that right—listen more, speak less. It will make the connection between you that much stronger by listening. When you listen deeply, it is much easier to reflect back what you heard. By doing that reflection, and checking for understanding, you deepen connections even more.

Try this experiment. Turn on your TV or radio to a news or talk show interview. Have a watch with a second hand nearby. Listen to someone as they start to speak. Time how long it takes for another person to interrupt the speaker. In our 'sound bite' world, I bet it won't be more than ten to fifteen seconds before someone interrupts. Is it any wonder that an interview can sound more like a verbal tennis match, rather than a real conversation? Each speaker spends more time thinking of what they want to say than listening and connecting to the other person.

You can try another experiment next time you attend a party or business meeting. After introducing yourself or greeting people, wait and see how many of them ask you questions, or reflect back what you say, rather than talking about themselves or another subject altogether. How many of them look you in the eye or pay close attention to what you say when speaking with you?

Listening is just as important as speaking in any conversation. Conversation, as www.thefreedictionary.com defines it, is "*The spoken exchange of thoughts, opinions, and feelings; talk.*" It is when we exchange something that implies that each person gains something *and* gives something. Is what you give valuable to the person you're speaking with? How do you know if it is? Without careful listening and reflection, you aren't sure, and being truly connected doesn't take place.

So what do you *say*, after you *listen*? What is reflection? What kind of words makes connections stronger? Do you say much at all? How do you say it? Of course, it depends. Your words do have weight, and what you say is as important as how you say it. A few tips come to mind.

Reflect what others say. In most conversation, you'll hear little of this going on. To reflect is to say back, in the exact words, or a variation of them, what you heard someone say. Sometimes that means saying it more than once, and asking questions about what you heard. You do this so that there is no misunderstanding between

speaker and listener. Reflection brings better understanding, and even if you know the person well, is worth doing, as a way of understanding them even better, and paying them value. You can build relationships with careful reflection.

Use simple words before using complex words. Sometimes we aren't even aware that we're using words that others don't understand. This isn't confined to long words, scientific terms, or foreign sounding words. These could be everyday, common words, and we assume the other person understands them. People are embarrassed to say they don't understand, that's why constantly checking for understanding, which reflection helps you do, is a must.

Use the right words. It's no accident that the best, most effective speakers and communicators have the largest vocabularies. I define a vocabulary as the words you know the meaning of and use in speaking and writing. How's your vocabulary? How do you increase your vocabulary? There are no shortcuts—increasing your vocabulary and mastering words comes from reading, looking up word meanings, speaking, writing, and listening to people speak.

Reading both fiction and nonfiction helps, because you will learn from a variety of writers, who use an infinite variety of words and phrases. Listening to others speak, informally in conversation, and more formally in the performing arts and other media lets you hear the differences between the written and the spoken word.

Going a step beyond knowing the words is using the right word at the right time, with the right listener. To build interconnectedness, be jargon free. Jargon, in this case defined as “The specialized or technical language of a trade, profession, or similar group,” from www.thefreedictionary.com are the words speakers use freely and assume that everyone else knows.

A colleague once told me a story that illustrates why jargon is poison. She was completing a yearlong internship after getting her Bachelor's degree. This included working in a hospital, and attending lectures about medical topics. A panel discussion, open to any staff, was going on, and she patiently sat in the audience, hoping to learn something new. Instead, every panelist used words she had much trouble understanding.

These speakers failed to appreciate who was in the audience. Eager students and interns are hungry for new ideas—but only if they can understand the words you use to explain the ideas. Here was a missed opportunity to reach listeners who were there to learn. Here, also, was an example of using a common language, English, and still not connecting to others. There can be no true connection if you don't understand the words. Anyone who is preparing to speak with a group would be wise to consider who they're speaking with, specifically, and their interests.

As communication moves even faster and how we communicate evolves, speed and technology matter little unless we use these to build connections, build bridges between global citizens. To do this, and shrink the distance between people, speaking is the key. Paying attention to the words, listening carefully, reflecting back, building your vocabulary, speaking with people instead of relying on email and technology so much—all of these are the tools that take interconnectedness to a higher level.

About Marilyn Jess

Marilyn Jess, DTM, is a professional speaker and Distinguished Toastmaster. She lives in the Green Mountains of Vermont, USA.

My passion is coaching others to speak better, individually and in group workshops. My blog, "Speaking Of..." <http://marilyn-speakingof.blogspot.com/> is my gift to you. It's full of free tips I've gathered in my years of studying the art of speaking. I invite you to visit my blog, learn more about speaking, connect with me, and share your speaking insights with me and my readers.

To become a better communicator, speaking more and getting supportive feedback helps you improve the fastest. To do this, I invite you to join Toastmasters, the global leader in speaking and leadership. Visit www.toastmasters.org to find a club near you.

A CORPORitual Living

Interconnectedness in All of Life

RAJ BHOWMIK

Life begins from a seed and grows into a new tree. By observing nature closely, we discover interconnectedness that is accurate & working towards a definite purpose each in its own unique way.

Our fast paced lifestyles have made the human into a machine driven at a certain speed or faster than we could drive at. Relationships at home, family, performances are all measured as everybody moves.

It is more a linear system – focused outward and forward. Over a period of time, this system breaks down due to imbalance with the Macro.

The Macro (Cosmos) is interconnected as a web of life and connects consciously food chains, atmosphere, birth and surely our bodies to everything else and is always working towards sustaining every little component in the system. This is the Circle of Life that sustains individual components and the sum total of all in Harmony with every part interconnected to a central Purpose.

Individually we are on our paths in a linear rat marathon, altering with the rhythm of the body, controlling our human emotions and manipulating our hormones. As a result exhaustion, fatigue, stress and depression are common in today's era.

Transformation towards 'Being' authentically human & not machines is essential. Does that mean we discard the developments in today's age and go into the caveman existence?

So let's begin the journey with ourselves. The easiest person we can connect to is our self but how many of us know ourselves. We know our friends, children and spouse well or is it that we claim to know them well.

The fundamental point is that based on our upbringing and conditioning, our minds and beliefs are molded. We begin to see the world with perspective glasses even before we realize it. We imagine and think about what others feel for us, what relationships are and surely it is from our glasses.

When reality becomes painful and our existence is threatened, we seek change. But the seed of this change is survival based and so will be the outcome for a short time – quick fix solutions. However, everything in nature is ongoing, continuous and wholesome.

So as human intellect understands that survival is now over and life is balanced, we stop and this causes the beginning of another crash in sometime.

A CORPORitual Living is sustainable, encompasses interconnectedness within ourselves, our environment and our active contribution with a larger Whole. It is the Mantra in today's era because it is most needed Now and today's era has the greatest gift – an evolving open mind and a compassionate spirit. CORPORitual is bringing forward in action the compassionate human in the 21st century with an evolving mind and a spirit. This is an ongoing process that is driven outwards but the seeds of change begin inward by just pausing.

'CORPORitual', is a term coined to indicate a way of living for the new-age generation. Following these principles will help everybody to contribute to maintaining harmony and peace in one's own life and also to the world around in which the individual is living in. These values bestow a sense of awareness about building a better world for times to come.

When the mind is peeled of all conditioning and limitation and the heart turns towards a larger goal driven by compassion then the energy in this system is balanced and it then radiates outward from the inside and has an essence that spreads and permeates every organism/ object in the macro either directly or indirectly.

CORPORitual in today's era begins with pausing. This pausing over a period of time becomes active and dynamic with practice as its only function is to help you do something useful from your balanced heart and mind. The greatest humans around the world have always taught us how to lead by 'being' and they have always used this CORPORitual formula and it was based on their times. However the essence was still the same – evolving mind and compassionate spirit.

Lets look at our lives today – our goals are driven towards success, reaching out with our work and name, providing security to our family and ourselves, investments – true but this is doing it at the micro level with a mind still focused on a goal that makes ‘you and your success’ important. Sure success is important but once you have traveled world wide, or you have 12 cars and you are given palaces, what next?

The more one trains the mind in an activity it continues that neural connection unconsciously at a super fast rate of a few nano seconds. So the ‘I need’, ‘our country needs’ – begin from the root that ‘we don’t have enough’ and in the process we drive outward to get it, sometimes even fight to get it – Isnt the story common in a corporate life?

However when we are successful and we believe that we have enough because we feel so, instinctively we want to share. It is then that endorphin levels rise with compassion in action and a feeling of wellbeing prevails.

Sharing it fully with an added essence of compassion completes us totally as a human. Gandhi became ‘Mahatma’ that means ‘Great Soul’ through his compassion element in the most turbulent times in the history of India – when the large consciousness was angry, survival based and violence prevailed.

This is the magnanimous effect of compassion of a free spirit – that with even an individual in a larger system – the outcome changes totally as compassion with an evolving open mind creates its new pathways even through turbulent times. It then spreads to a few people and when the critical mass threshold is reached the effects are seen by the larger whole.

So a CORPORitual living interconnects you at different levels through the four CORPORitual values of living:

Meet yourself in Silence:

At the beginning, slowing down the physical body and mind so that it processes environments differently. As we slow down our speed we begin to see the same situation differently from a deeper perspective.

For this, focusing on the breath in a rhythmic manner and a ritual of observing oneself calmly through situations in one’s life and observing our responses from a distance as an observer will help us learn more about ourselves that anyone else.

It is the first step where the true qualities of the micro reveal itself and we can then move on differently instead of quick fixes.

Practice Compassion- Once we pause and are compassionate to ourselves, we feel more fulfilled from inside and this is where we can extend this fulfillment to a larger world around us with no ‘mental goal’ but a more wholesome goal having a compassion essence in our living life everyday.

Manifest your purpose of Existence- On the way to meeting our purpose, our first step is to walk consciously. Observe all that comes our way and give it our best shot with complete compassion. You will soon notice that along your way and events that otherwise seemed distinct were actually interconnected subtly. You now begin to see the interconnections and slowly you discover your unique purpose in life – something that only you can give best in your own unique way!!

Forgive and bury the past – This is the most powerful tool in life that we make a new start every moment. With every new start, there are new opportunities of reality that open out as we let go our perceptions from conditioned past. This is the first step to the evolving mind for the spirit to reveal itself in every aspect of Matter that it touches.

“Before the *‘Chief Referee’* blows his whistle, your garden of *‘being more’* has to contain more roses than those in your garden of *‘having more’*. In this very awareness rests the key to establish a bridge towards global peace.”

- Raj Bhowmik

The CORPORitual living is continuous and dynamic in its impact. It is ongoing and lasting. It is sustainable and you are still the centre but now success is an outcome – not the goal – A fulfilling purpose is your goal. Every individual has a unique essence to give back to the world and it is through this essence and moving along in this direction does true purpose reveal itself.

So where could you begin...Just pause and breathe...and observe what life has given you today – what people have felt around you, your body’s response, what your thoughts are and through this you will notice an interconnection. Through compassion open your heart for your environment and give that environment what it needs with skills & abilities that is unique to you and you will find that it is slowly changing its response. There you have already touched it. On a regular basis slowly this peace & loving kindness moves outward – at work, yourself, and everywhere. Your only job is to be balanced in the mind & spirit & you will find a new you and a new environment manifest for you.

About Raj Bhowmik

A multifaceted & versatile personality, Raj Bhowmik is the key figure of 'Soulbath Peace Foundation' and the founder of 'SAHHEAL Healing'. He is a corporate guru, an able teacher, a spiritual guide, a talented author, a painter, a poet, a musician, an effective leader and a friend, all rolled into one. Raj Bhowmik is India's one of the top notch corporate speakers, life consultants & personal coaches. He is the visionary behind the famous global compassion movement called the "*Raj Bhowmik Back-To-Society DREAM*" (RB-BTS DREAM)

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The Bridge to Interconnectedness

DAVID BERNARD STEVENS

I **must admit** to being a little unsettled about writing a chapter for this particular e-book on the occasion of celebrating the interconnectivity of the world. I think it is because I was once among the many who did not believe that we were in fact connected... I mean really connected, until just a few short years ago. I suspect I am also a bit “unsettled” as I know the caliber of my colleagues who also have a chapter within this book and I know they will give everyone some outstanding strategies, concepts, and information about what can be accomplished through collaborating and sharing between people of the world. In fact, I am looking forward to reading what they have to say as well!

Yet, for me, I have decided to simply tell you a story. It is a story of my journey from being alone and disconnected with most everything, to one of knowing I am a part of everything. And like all stories, a reader can create from it whatever they wish to create!

In a bizarre set of circumstances and choices, I found myself standing upon the remains of a huge redwood tree. I was standing on that tree in the middle of a Californian forest seriously considering turning around and falling backwards towards the rocky ground below not knowing or really caring what would happen upon impact. I remember feeling an empathy with that dead stump of a tree that was once alive... only I was alive yet spiritually near dead and totally disconnected from most everything. I remember yelling something in a wild primal voice that came from somewhere within me desperate to be released, and of hearing faintly some voices. Then at 55 years of

age, I was finally tired of the struggle and I let go. I fell and my life was never the same again. It was the day where the concept of being interconnected began to have meaning in my life.

And yet, as I sit back and remember that moment in my life... the moment where I began to see the reality of my being an island unto myself as an illusion... I wonder what actually happened that helped me “see the light”? As I think back, I sense that my transformation was due largely to five words: curiosity, awareness, choice, faith, and surrender.

Until my early fifties, my life’s journey was easy to categorize. I had all of the appearances of being successful yet I felt like a failure. I had accomplished many amazing things yet few held much value for me over time. I had much to be thankful for yet was unhappy and each day seemed an extension of the one before. Worst of all, I knew it and somehow instinctively sensed that this was not supposed to be how my life was meant to be. Yet, I did not seem to have any tools or understanding of how to change things. Then, my world disintegrated. I was asked to resign from my job, a long relationship with a woman ended, and my youngest son was facing a serious crisis. I was in serious trouble and I knew it.

Yet it was during a long “workshop” brought about by my son’s crisis that something began to change. I was forced to answer some tough questions for the first time in my life.

Questions such as:

- What are my core values?
- How would I define my core values in a way that resonates within me?
- What is my purpose in life?

I was shocked to learn I did not have any of the answers to those questions so I became very curious. I wanted, no, I *needed* to know my answers to those questions. So I questioned, I challenged, I laughed, I cried, and ripped apart many of my beliefs and assumptions. And in my curiosity, I began to find awareness. I began creating a new world view.

I became aware of something within me that kept drawing me deeper and deeper until I eventually found it. I found “me”. I discovered my core values and my purpose and, most importantly, I became aware that those values and purpose had been there since the moment of my creation. And once I became aware of their existence, I instinctively knew they were a bridge within me that was my connection to the Universe, or from my viewpoint, God. And since every person in the world has within them their own essence, core values, and a purpose; each of us have that same bridge connecting us to the Universe or God and to each other. It was at that moment I began to comprehend just how interconnected we are to each other and all that is around us.

I also knew I had a choice. I could create a life and my future from actions that were aligned with by values and purpose, or I could choose not to. I could choose to believe I was connected with all things or I could choose to stay on my own island of disconnection. I became aware for the first time that I really did have a world full of

choices and I began to believe that I actually *could* create my own future and make a difference.

Through this process, I began to comprehend that I needed to build upon my faith in myself. I needed to believe that no matter what outcomes may develop during my life that deep down, I would be fine. It was through faith that I began to understand there truly was no outcome, no failure, and no hardship that would change who I was at my core.

I began to develop a stronger faith and understanding of the tremendous energy and power people who have similar visions, dreams, and purposes can create together. And though it took awhile, I finally began to understand that it was within the relationships forged from our (my) interconnectedness that wonderful, exciting, life and world changing events could and would be created.

Finally, I discovered the deeper meaning and value behind the word “surrender”. I am learning that I tried too hard to “control” the outcomes of the world around me. I was trying to change the laws of the universe to fit my foregone conclusions... but the Universe does not work that way and deep down I think we all get that at some level. I have begun to surrender to the fact that I do not know what the outcomes will be nor do I have under my control any master switch to create any one particular outcome. What I am learning is to surrender and simply *accept* and *adapt* to whatever outcome is created from my actions combined with the actions of others. I am learning to surrender my attempting to “control the outcomes” and instead, make the choices that are in alignment with my essence and purpose. I am learning that if I can lead myself authentically, others will be attracted to that and together we can make a difference in the world around us. That when we each act from our true self and learn to combine those actions with the knowledge that all things are connected, then our combined actions will become magical and the impossible will be an everyday occurrence...

So there I was standing on a dead redwood, in a forest of California. I was so tired of my life’s struggle that I finally let go and fell backwards to the rocky surface below. I remember yelling in a voice that echoed throughout the forest, “***I AM DAVID!***” and falling backwards into the loving arms of 10 friends there to catch me. But I did not fall just to be caught. I fell with the intention of letting them into my heart and to give myself permission to let others see the true me. I chose to let people see who I truly was and for the first time in my life I began to exist. I chose to be connected with the Universe, to God, and to all who are struggling to live their lives just as I struggle to face the challenges of my own life. I became aware I was connected to all things, and I chose to be a part of that creation and to co-create with others to create magic in the world. I chose to be curious, to become aware, and to choose actions that were aligned with my core essence. I built my faith, and I surrendered to doing and being all I can without fear of or trying to control the outcomes. I became a true child of God or the Universe and with that knowledge and power I realized our dreams were only limited by our own imaginations. I am glad to be connected with you and I am glad we are celebrating this day of world interconnectedness.

About David Bernard- Stevens

David Bernard-Stevens travels the world to present concepts of true leadership that build foundations for sustainable change within individuals, families, organizations, businesses, communities, countries, and eventually the world. He believes no one can lead anyone until first learning to lead themselves.

Teaching in a way that allows individuals to personally grow and internalize concepts, David shows when actions are taken via core values followed by personal and organizational accountability, magic can happen. It will be from this kind of leadership that people by their actions will create the growth and change others believed to be impossible, where sustainable foundations for a better world will be created, and the best chance of humanity's reaching its fullest potential will be found. He gives people the critical thinking skills and the tools to be that which they were created to be... and more. David is currently working in Kenya to continue and expand an Empowerment and Self-Leadership program for women and youth within Kenya and the slum known as Kibera. He is teamed with **Women for Justice in Africa** where their dream is to expand their program into all of Africa and the world. You can find more information on that project by going to: <http://www.leaderdevelopmentgroup.com/special-kenyan-project/>

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The Butterflies of Choice

ROSHANNA EVANS

Butterflies have been a popular symbol throughout time. They represent ‘the personification of a person’s soul’, love, good luck, rebirth and transformation, even mutability; so, we could easily say that depending on which culture we’re talking about butterflies are symbols of things living, things dying, and everything in between!

In science we have ‘the butterfly effect’, a metaphor for those seemingly small acts that occur which actually produce large, dynamic change in the bigger scheme of things. For example, the delicate flapping of butterfly wings in Kansas turns out to be the original trigger movement that caused an avalanche in Everest. As quantum physics and science become better known more of these kinds of metaphors will become the idioms of our time. We are in the thick of a global metamorphosis and each of us is being personally affected. And, for sure, most of us have ‘butterflies in the stomach’ as we begin to grasp the significance of this moment.

Those very special ‘butterflies in the stomach’ have gotten pretty bad press over the years. No one seems to like them. The way people talk about them, they always - and only - show up at the wrong time and sabotage our composure and calm during those important moments. No matter how often we’ve experienced butterflies in the stomach we totally forget they exist between one major event and the next. So, when they appear, we snap; anxious and irritated, how dare they come and ruin the moment! Who needs nausea, sweaty palms, and urgent need of a bathroom right before a major debut or engagement?

No one! Some individuals actually freeze; it's called 'stage fright' and they behave like deer in front of oncoming headlights. In those moments, it's as if the brain has vanished, or been vanquished, we're stark naked, and stupid, we remember nothing!

I've been there, oh yeah! I know the panic and embarrassment, the fear and shame, the horror of being so out of control and helpless, thinking I was an idiot and worse... Nevertheless, I could never blame my body, I never believed it was purposefully out to get me or wanted to mess up my life. For some reason, blaming 'the butterflies' didn't make sense. Throughout my life, my body had actually been my ally, and often my only real friend. It knew exactly how I was feeling and had never judged or betrayed me. In fact, it mirrored of my deepest, often hidden sensations so when I needed a non-partisan point of reference I used my body – not my mind! And, it called it just the way it was. I didn't always like what it said but it never lied. If I was unhappy my body felt particularly thick, heavy and dull, like it was trying to help me be still enough to feel safe, and safe enough to navigate a solution. My body was quite okay with me; it might have suggested fewer ice cream cones but it also understood why I was eating them. As for the cigarettes, my body did everything it could to counter the negative effects of a petulant, domineering mind. And, when I fell in love the first time my mind reminded me I was one of many ordinary, ugly ducklings - and with pimples to boot - but my body danced me around my room and fed me with radiance and joy!

So, I've always believed there was more to these 'butterflies' than upset. It took many years to understand - because I didn't know where to look - but ultimately I discovered I was right. Learning about the human body was enormously helpful and I began to sew my innocent childhood suppositions into a veritable tapestry of amazing body-mind notes. Now, I know, without doubt, the 'butterfly flutter' is encouragement; it's our limbic system's way of revving our motor, giving us the juice to 'just do it', to turn away from a roaming mind and embrace the pure energy of 'now', step into the experience 100%. They are the cheering section of our autonomic nervous system; they align all our senses to move boldly and confidently – our whole selves engaged – so when we step onto whatever stage we've chosen we step fully and with conviction.

Many times we're taught to be and do less than our best because the acceptable standard is a mean, it's an average, and our best is never average. So, we often enter into conflict with our whole selves, we don't really wonder if we can, we wonder if we should. And that's when we feel at 'risk', and the risk is whether we will choose to honor our full potential or not. Will we jump in with both feet - and trust that we cannot fail.

That is when the butterflies arrive and their vibrations are the deep brain's way of removing the unconscious barriers – the ones we don't know are there - and urging us onward, compelling us to commit, commit, commit, and succeed.

They aren't there to get us to stop, just the opposite, they want us to go! Like Nike's swoosh, they beg us to - ***Just Do It!***

Your 'butterflies' may come at times they wouldn't for me and that's because we're not the same person, we respond differently to different situations. I might get the shakes before going on stage while you belong there so I'd have butterflies, you wouldn't. On the other hand, I might thrive on the tennis court while you get butterflies at the very thought of a match. Neither of us is better or worse, stronger or weaker, we simply respond to the same challenges differently; however, those butterflies come forward for both of us when we doubt. Never when we are certain.

This bio-sociological diversity is very healthy. Being proud of who we are usually makes it easier to navigate the path although it doesn't guarantee the absence of tough choices and bruising. A healthy ego is as important as a healthy conscience, each has a specific role and when they work in synergy we feel very alive and aware. Being proud of who we are allows us to grow and develop with an open-mind; we can be creative, intuitive, and competitive, we can meditate as well as compete in power sports, we can be forceful and humble at the same time. Healthy egos are creatively competitive and never maniacal! The body doesn't need to make exaggerated claims, it knows full well who it is and what it is capable, and it has no desire to be anything other than itself, therefore a maniacal ego is unnecessary. In fact, a maniacal Ego is strident because it longs to reconnect with its Self.

Nature needs us to be unique and different. She needs us to stand out; our diversity is strength - strength for you, for me, for the community and, bottom line, for the whole human race.

So, never think you're 'weird' because you're different; focus on the value of your diversity and what you can contribute that no one else is able to. Each unique attribute can mix and match with the other base-line attributes in creative ways that qualitatively increase not only our personal chances for a healthier and longer life but contribute to a stronger community. Within each of us exists a fabulous network of vital knowledge systems that make us more competent and resourceful than any technology in the market today. The butterflies are part of the team.

Drop your awareness to the solar plexus – close to where the stomach lies – and focus your enthusiasm and acceptance there. You'll find your body trembles less and you will sort of '*fall into your fullness*' as you feel the surge of new concentrated power, natural power, yours, and your doubts and fears dissolve into readiness for action.

Now, you are prepared. Now, you have focus; your whole being gets quiet, silent, you are aware of the slightest nuance, and you are ready to engage long before you actually move. Whatever you choose to do will be executed to the best of your ability, and with it the chance to become aware of your very own '*butterfly effect*', how even the

smallest of your actions - a wink, a frown, a whistle, trembling – will influence those around you.

So, please, next time those butterflies appear, smile. Instead of groaning, *'Not now! Bummer!'* be glad and say *'Thank you, thank you, thank you! Rev it up!'* Give them the greenlight and allow them to catapult you into total action.

About Roshanna Evans

"Roshanna is committed to bringing people into a lifetime of thriving through active awareness of the power of continual growth, exploration and expansion of how thoughts, feelings and perceptions influence the now. For over thirty years Roshanna has pushed the envelope of possibility and opportunity as an international practitioner, teacher, and trainer of living arts and transformation. Her passion is mentoring human unfolding. Her purpose is connecting people with their full human potential and genius. Her lifetime vision – from genesis to genius – the inalienable right to express the full potential of our being."

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When Your Message Matters

MARIA CARLTON

The world is smaller now than Christopher Columbus could ever have imagined in his wildest dreams. It takes milliseconds to send huge amounts of data from one side of the planet to another and we all get frustrated by a few minutes delay in sending or receiving files. But it's all very well to be sending information here there and everywhere, but do your messages matter?

For leaders, movers and shakers, those who wish to change the world, or connect with others who do, the quality of the information sent is highly important and in many cases critical to desired outcomes. So how do you know if your message is getting through?

Often I meet people who think they are articulating well, but sadly are all over the place and simply confusing everyone they talk with. For example, take a man I've recently been working with – well call him Bill – who is highly successful in his business life, and now turned philanthropic speaker and writer. We've taken a long time to go from him telling me that life is all about questions and insights, to then being summed up as resistance and how that impacts on us, to then being focused on 'this' or 'that' variation of these things, to finally a breakthrough last week. His key message is that radical change is powerful. Ok, so now we can work with this. Up until now, while his beliefs and need to share great insights are what his market wants to learn more about, it was all so cluttered in the delivery that nothing really got through.

- Have you heard speakers like that?
- Have you met leaders like that?
- Are *you* like that?
- Are you diluting the powerful messages you are sending, but not being really clear about what they are?

As the world day of Interconnectedness will highlight, there are millions of people all wanting to chant the same thing: *“let’s connect and work together to save our planet, create harmony, and improve the way we live everywhere – for everyone!”* Everyone can’t say the same thing in the same way. It will take groups a, b, c, d, e, f, g, h, i, j, k.... to focus on what each is trying to achieve, then pull together those who are interested and focused on each part of what they believe in and wish to contribute to best, and the critical part is for them all to have some degree of interconnectedness in their overall approach to this.

I was reading an article a few days ago about inventions and patents. It seems that while various inventions are patented and there are improvements and variations on similarly patented things, there has not always been a lot of attention paid to both the commercial need for the invention(s) and the existing versions of such things.

One example given was for robotic legs which enabled wheelchair bound people to walk. As the patent attorney mentioned in the article said, not only was this actually not a completely new concept, it was also available in various options (albeit not all the same), with drawings dated back nearly 100 years to prove it - none of which had ever been commercially successful. So why invent another one? Did the market even want such a gadget, or would the research have been better spent perfecting wheelchair technology? I’ve personally met two paraplegics who did not resent the confines of their chair.

Are we so focused on new things that we are overlooking the sensible options of reviewing workable options together? The ‘Space Race’ to the moon ended 40 years ago, so why is the need for new, bigger and better such a big deal. How about a new approach – let’s work together to get better, instead of all trying to be first independently.

My point is this. If we all want to change the world, make it a better place; and this includes eradicating hunger, improving the supply of medicines to third world countries, and making the world a safer place for women and children, especially in conflict zones, then that’s a wonderful ideal. However, some combined efforts would be well placed at times, in order to cut down on administration costs. Synergistic approaches to the inventions and research that goes into creating new ways of delivering solutions would surely pay dividends and increase results.

A hand holding joint approach to ‘just getting the job done’ seems to work when a disaster (such as a Tsunami or Earthquake) occurs, so if we can all pull together and cooperatively work to our strengths, deliver outcomes and achieve extraordinary results then, then why can’t we approach all our big world goals together in the same way?

To me, world interconnectivity means a chance for scientists to look at each other's laboratories and maybe compare notes on research for certain diseases that should have been eradicated by now. That all the 'feed the world' organizations could and should be able to find a way to collectively feed the world, deliver inoculations and medical services more efficiently.

Now I should stress that I'm not by any means criticizing the incredible work done by many thousands of aid workers every day in situations that must surely redefine our perception of hell. Neither am I someone who has intimate knowledge of how the many charities and organizations referred to here are structured, or function within those structures. I'm giving my viewpoint as a person who sits on the sidelines, sponsoring children, donating to the Red Cross, and who admittedly does little beyond wringing my hands or weeps at the devastation depicted on my TV screen. And that's the point! I'm one of millions who want to do more, to see that more is done, but who wonders at what seems like gross inefficiencies of the medical researchers, pharmaceutical companies and relief agencies.

I'm one of those who wonder: *What more can be done? Why is it not being done?*
Does what I do even matter anymore?

Well, I know that it does – because if for a moment I (and others like me) thought it didn't, that would be the end of so much valuable aid dollars being paid over to the likes of Cancer research and the Red Cross etc.

In order for people like me, to feel engaged in ways that matter to help bring the world closer to some incredible outcomes, then the messages about what's needed and how the combined efforts of many can actually make a difference need to be not only clearer and better targeted, but they need to be delivered in a way that makes sense to us all. There needs to be a feeling of connectedness in all the delivery of all the solutions. There may not need to be more resources – but better use of the resources (globally) that exist. And maybe there needs to be visible co-operation between all those organizations (researchers, aid relief agencies, medical suppliers) who are on big missions so that we don't end up simply feeling confused and helpless by the enormity of those missions, but hopeful that every little thing we all do really does make a difference.

About Maria Carlton

A successful author, publisher, international speaker and coach, Maria has taken dozens of authors and business specialists from **Idea to Author-ity™**.

Based in Hamilton NZ, but well traveled, Maria is currently working with clients based in Edinburgh, Perth, Melbourne, Brisbane, Auckland, Wellington. Maria's special skills combining all her experience in marketing, brand development, publishing, speaking and coaching make up her essential toolbox when working with:

“Dynamic people/professionals/companies with a big mission”

Maria's own mission is to help bring their important *messages that matter* to their target market. She is exceptional at strategic planning, able to clearly see the big picture and understand the details. She is methodical, knowledgeable and inspirational.

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2020: An Intimacy Revolution

PAT ARMITSTEAD

This chapter demonstrates the connecting power of intimate communion. In the sharing of vulnerable moments we generate a degree of trust that is the cement of all relationship building. Leading from the heart with storytelling, whether our own or others demonstrates the passage through tragedy and triumph and we learn who we really are and what our lives are about. We become part of a multi generational quilt of community and find strengths we have forgotten. When we share these stories with other people we create a high degree of intimacy that satisfies our deepest yearning for personal contact... and that's for the listener as well as the storyteller

You can't lift your bottom line if your people are down! The World Health Organization predicts that by 2020 depression will be world health burden number one. We can contribute into this space but we must take action to live into who we really are and to roll out our infinite possibilities. When we lose touch with our intuitive selves we become disconnected.

To be able to identify the interconnectedness that exists we need to know ourselves. For in self there is other and we can see this through eyes that have opened to possibility. You see it's not about critical mass. It's about critical connection.

INSPIRING hope

I believe in catching people doing something right. In one contract I had the student attendance rate was 35% and so were outcomes. The disciplinary process was to send warning letters. I refused to do this and instead got to know the students and then wrote each of them a one page letter honouring their progress.

Over the 2 years of my tenure I wrote more than 1000 pieces of personalised mail. When I left the attendance rate was 95% and so were the outcomes. I attribute that to the focus of looking for the good. To this day I write 3 pieces of Glad Mail daily and have sent over 10,000 letters! We inspire hope when we support people to make meaning of their lives when they cannot manage to do it on their own.

I am inspired by the law firm Kensington Swan in Auckland. Five years ago they began rolling out a Client Intimacy program. The ancillary staff were enrolled first in the notion of communing more intimately. Then it was taken to the lawyers and extended to the client interface. The process has been so successful they now are recognized leaders in the export of legal services, and they act for United Arab Emirates interests globally. They have a new office in Abu Dhabi!

LIBERATING Compassion

Over the last 40 years it has been my experience that people perform to optimum levels when they are having fun, doing what it is that they love in a high trust, nurturing environment that rewards and acknowledges their efforts. To create this type of environment requires being good humoured, which is about being appropriately responsive and being present.

Ligia M Houben in an article in the Miami Herald said that for every death that occurs 6 people will be affected. When we extend that thought to all the possible losses, traumas, and life events that impact on our wellbeing every day we begin to see the extent to which we will all be impacted. Coworkers so often do not know how to respond. A leader who demonstrates compassion and liberates it in the workplace will contribute much to the connection of individuals at a soul level.

I once had an encounter that changed my life at the deaf, dumb and blind institute, Sergiev Posad. A little girl of about 7 took my hand and sat me down on the floor, and started playing with my earrings.

I sat in silence, present to her touch. Then she began to hum, and in that moment I knew by the tonal quality of her voice she was deaf. When she stopped I thought...ah...my turn! She hummed and then I hummed for 45 minutes before they called me to go back to the bus to continue my tour. In that 45 minutes I was totally present. There were no stray thoughts, just her and I in tandem.

It was profound intimacy with the physical being of human form. We exchanged no words. The path to be able to experience that was developing the skills of improve-acting. *We can't all lead a life in the performing arts but we can all lead a life enhanced by them.*

EVOKING joy

There are many descriptors of joy. It can be a curious mix of pleasure and pain. *Ask any mother after childbirth.* I think joy is being able to experience and observe all the emotions and the messages they bring us. To lead with joy is to live into your passion and purpose. As you harness your own you can support others to identify theirs.

The Virtues Project began by providing tools for parents to raise their children to the virtues. 25 years on it delivers into all age groups and supports people to connect and respond. When we begin to practice the virtues (www.virtuesproject.org) we become more of an observer of ourselves rather than judges, and can articulate and assert ourselves confidently.

I toured a school once and the 10 year old who helped show me around said to me “*Do you know my dad came home really angry last night.*” I was a bit nervous about where this was headed but she continued “*And so I said to him...Dad you are not exactly demonstrating the virtue of patience right now are you ?*” I laughed and I hope her dad did too. I got in that moment how the nurturing of that precocious strength was what would help her weather the storms of life.

Professor Howard Gardener, Harvard University, says we have many intelligences not just IQ. In our current world we celebrate sport and academia but the others such as interpersonal and intrapersonal intelligence barely receive acknowledgement. There are many gifts people bring to the workplace and it is the leaders role to discover and unleash those talents supporting the individual to grow.

Professor Martin Seligman has identified 24 signature strengths we each hold. (www.authentichappiness.org VIA Signature Strengths questionnaire). If we were to take our top 5 with us everywhere we would each experience more joy, enlightenment and satisfaction. They allow us to be a contribution in our own unique way and create memorable moments.

Conclusion

You are here to bring joy. Not just into your own life but the lives of others. The way to achieve that is through intimate communion with others using your gifts and strengths. There is no real line of demarcation between work, family and leisure. It is a continuum and there are threads that connect us all in this earth bound experience.

Dr Elliott Dacher, MD, says the reality is we don't have endless time. If we wish to experience an extra-ordinary, profound and precious life, then we need to act now while we have a sound mind and a sound body. He also says that: "if we don't take action we risk having an ordinary life, ordinary suffering, ordinary disease and an ordinary death...if we don't take action NOW nothing will change!"

Kevin Roberts, CEO of Saatchi and Saatchi says " *We can expect the next leaders in management and leadership to be supreme in collaboration and connectivity – to be collaborative connectors par excellence. This is very good workplace news for women and a must try harder note for many men!*"

Remember the WHO said depression will be world health burden number 1? The practiced application of humour in the workplace can aid in the reversal of this malady. Dr Robin Kelly tells me that laughter resonates at the same energy vibration as white light.

It is no accident that Dr Madan Kataria has almost 5000 laughter clubs around the world.

"Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world that is within our reach. Any small, calm thing that one soul can do to help another soul, to assist some portion of this poor suffering world, will help immensely. It is not given to us to know which acts or by whom, will cause the critical mass to tip toward an enduring good. What is needed for dramatic change is an accumulation of acts, adding, adding to, adding more, continuing. We know that it does not take everyone on Earth to bring justice and peace, but only a small, determined group who will not give up during the first, second, or

hundredth gale.” Clarissa Pinkola Estes, Ph.D, Author of the best seller, *Women Who Run with the Wolves*.

About Pat Armitstead

Pat Armitstead, a world leader in the Science of Positive Psychology and Humour in the Workplace, has a CV that’s not to be laughed at! Included in her gigliography are some ground breaking achievements, testimony to her ability to successfully combine her business acumen, creativity, and wit.

Initially a Registered Nurse, in 1989 she founded her own Advertising Agency, winning 11 awards including the NSW Tourism Award, Media Section. She has toured internationally with Patch Adams, shared the platform with world class speakers such as Ed Tate and Lavonn Steiner from the USA and presented to the first International Humour and Wellness conference at Armidale University in Australia.

She has regular columns in Auckland newspapers and has appeared on Radio and National Television and been featured in many magazines. She has her own radio program “Radio Improv – Find your joy” on www.planetaudio.org For the last 6 years she has presented regular programs to Auckland University and is the founder of the Humour in Business Awards.

Pat is the author of “Humour Works” and is featured in Chris Dodds book: *Silver Lining on the Long White Cloud* and *Woman 2 Woman* by Amanda Ellis and June McCabe www.joyology.co.nz

We hope you enjoyed our e-book, and will join us on World Interconnectedness Day.

Online at Leaderscave.co.uk are featuring round the clock webinars and there are other events taking place too. Simply go to

www.interconnectedness101010.org

And see what's happening.

Please feel free to contact any of the authors here with questions, comments or simply take a look at their websites, or social media accounts where they've indicated they are available.

Most of all, if you have enjoyed this publication, please forward it to anyone else you believe will enjoy it too.

