SELF-CONTROL FOR STEADY LEADERSHIP

4 ‘MORAL DISENGAGEMENT’ IN BUSINESSES

9 FINDING THE INNER ‘SCRIPT’ TO MANAGE YOUR LIFE

10 SIX SECRETS TO EFFECTIVE SELF-CONTROL
A t the pinnacle of all great leadership tales, lies one of the most primal of subject matters: temper.

In an age of instantaneous replies, anger can have far-reaching and devastating effects in both our personal and professional lives.

All it takes is a click of a button to send an impulsive, badly thought out text message, e-mail or social media post to have a person’s raw, unfiltered emotions seen – and judged. Picking up the pieces from a regrettable outburst like that, can have irreversible outcomes.

In one’s professional life – especially in a position of leadership – embodying self-control in highly intense situations can prove to be one of its toughest aspects. It is, however, also the determinant for leaders to equip themselves with the ability to make better decisions, and in turn, transform their presence into rock solid, reliable leadership.

We are bound to be faced with circumstances that test our boundaries and force us to act against our nature. But successful leaders show ferocity in fighting unproductive emotions, stoically walking through crisis and putting out fires.

In the early 1960s, at Stanford University’s Bing Nursery School, psychologist Walter Mischel conducted his pioneering research on willpower – a study known in the past five decades as the ‘marshmallow test’.

This experiment sought to find out what it would take to have children aged four to six to resist the temptation to eat a single treat – chosen by the child – that was placed in front of them. Each of them were told that they could wait 15 minutes before eating the treat, they would be given a second treat. And they were left alone in a room to decide for themselves.

Follow-up studies conducted in the 80s and 90s showed that the children who resisted the first treat and waited for a greater reward showed better academic results. It was also reported-discovered that parents of children who ‘delayed gratification’ during the experiment, went on to describe their children as ‘more competent’ compared to others.

While these results are open for debate, the core curiosity is one that affects everybody: how does one practice self-control effectively? This is a perennial question that we at Leaderonomics explore this week.

Leaderonomer Gurpreet Singh stresses the need for an honest self-assessment to understand that none of us are perfect, and that by acknowledging what’s not right about ourselves, we are able to focus on how to cultivate the parameters that determine self-control.

He outlines five ways in which people can develop restraint. Among them, are analysing our tendencies and adopting sound principles, which are internalised by ethics and discipline. Read his take on self-control on Page 8.

Some of the most successful practitioners of self-control have strategies they adhere to in order to maintain composure in challenging situations.

On Page 10, learn six useful strategies that will help you avoid pitfalls in your resolve and keep your efforts consistent.

Ever wondered how high your emotional intelligence score is? This intangible element in each of us can become significant in managing behaviour, navigating social complexities, and making personal decisions to achieve positive results. Travis Bradberry writes about the 15 signs that show you’re emotionally intelligent.

Eugene Tee shares three case studies – and a local example – that show how individuals go ahead with unethical business decisions, despite being aware to a certain extent, that their actions were not morally sound. This is termed “moral disengagement”, the process by which one convinces themselves that ethical standards do not apply to oneself in a particular context. Read more about this on Page 4.

Also in this issue: how to equip your retirement phase with the energy to give back and stay active; what unemployed youths are doing to bridge the skills gap with the help of the government’s Skim Latihan 1Malaysia; and, Daniel Lee’s Push to Inspire returns this week, with anecdotes on how Lee overcame the fear of failure in his endeavour.

Got a personal story to share with us? We’d love to hear from you. Just send us an e-mail at editor@leaderonomics.com. Happy reading!

Lydia Gomez
Editor

KEEPING A COOL HEAD IN TIMES OF CRISIS

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Leadership Guide

The Science of Building Leaders

Leaderonomics

www.leaderonomics.com
GRADUATION ADVICE FROM THE RICHEST MAN IN THE WORLD

BILL GATES SHARES HIS PEARLS OF WISDOM TO THE CLASS OF 2017

By ROSHAN THIRAN
roshan.thiran@leaderonomics.com

I n May 1996, almost 21 years ago, I graduated from the University of Bridgeport and entered employment with General Electric (GE) in their GE Capital business. As I look back — although I believe I have had an exciting and fulfilling career thus far — I know I have made countless mistakes and messed up in many areas just like many others. Back then, the Internet was just in its infancy and there was little advice or career coaching that happened and I wished I could have had a mentor giving me their pearls of wisdom as I began my career.

THE NEXT PHASE OF LIFE
Graduation is a very critical time for many of us. We transition from a student to a working professional. Big decisions await us — do we start our own business or do we work for an organisation? What industry should we start in? What type of organisation best suits us? What jobs or roles should we apply for? What if I don’t get a good job? What is a good job? And so many other questions plaguing us.

This coupled with numerous other uncertainties, including the current economic conditions, can sometimes create uncertainties, including the current economic conditions, can sometimes create

Below is the full text of Gates’ graduation address for the graduating class of 2017. Read on:

“Dear Class of 2017: Congratulations! You’ve just accomplished something I never managed to do — earn a college degree. Between your commencement speaker and every aunt and uncle at your graduation party, I am sure you are getting a lot of advice. At the risk of piling on, I thought I would share a few thoughts.

New college graduates oftentimes ask me for career advice. I was lucky to be in my early 20s when the digital revolution was just getting underway, and Paul Allen and I had the chance to help shape it. (Which explains my lack of a college degree: I left school because we were afraid the revolution would happen without us.) If I were starting out today and looking for the same kind of opportunity to make a big impact in the world, I would consider three fields.

The first is artificial intelligence. We have only begun to tap into all the ways it will make people’s lives more productive and efficient. Artificial intelligence is not quite as important as I thought it was, and it takes many different forms. In the early days of Microsoft, I believed that if you could write great code, you could also manage people well or run a marketing team or take on any other task.

I was wrong about that. I had to learn to recognise and appreciate people’s different talents. The sooner you do this, the quicker your life will be. Another thing I wish I had understood much earlier is that truth-in-unity looks like. I did not see it up close until my late 30s, when Melinda and I took our first trip to Africa.

We were shocked by what we saw. When we came back, we began learning more. It blew our minds that millions of children there were dying from diseases that no one in rich countries even worried about.

We thought it was the most unjust thing in the world. We realised we couldn’t wait to get involved — we had to start giving back right away. You know much more than I did when I was your age. Technology lets you see problems in ways my friends and I never could, and it empowers you to help in ways we never could. You can start fighting inequity sooner, whether it is in your own community or in a country halfway around the world. Meanwhile, I encourage you to sur-round yourself with people who challenge you, teach you, and push you to be your best self.

Melinda does that for me, and I am a better person for it. Like our good friend Warren Buffett, I measure my happiness by whether people close to me are happy and love me, and by the difference I make in other people’s lives. If I could give each of you a graduation present, it would be a copy of The Better Angels of Our Nature by Steven Pinker. After several years of studying, you may not exactly be itching to read a 700-page book. But please put this one on your reading list to get to someday. It is the most inspiring book I have ever read.

Pinker makes a persuasive argument that the world is getting better, that we are living in the most peaceful time in human history. This can be a hard case to make, especially now. When you tell people the world is improving, they often look at you like you’re either naive or crazy. But it’s true. And once you understand it, you start to see the world differently. If you think things are getting better, then you want to know what’s working so you can accelerate the progress and spread it to more people and places. It doesn’t mean you ignore the serious problems we face. It just means you believe they can be solved, and you’re moved to act on that belief.

This is the core of my worldview. It sustains me in tough times and is the reason I still love my philanthropic work after more than 17 years. I think it can do the same for you. Good luck to all of you. This is an amazing time to be alive. I hope you make the most of it.” — Bill Gates

CONCLUDING THOUGHTS
As I read Gates’ address, I am reminded of my personal goal as I graduated — “to make this world a better place.” Gates reminds us that our worldview is so critical to how we interact with the world. If we truly believe that the world is getting better and our role is to accelerate the progress and spread it to more people and places, then we become catalysts of a positive change in this world.

My wish for each person graduating this year is that regardless of what career or role or business you opt for, strive to make this world a better place by your actions, decisions and behaviour. I think if each graduate has that deep-seated aspiration to positively impact the world, we will continue to see a better world in the years to come. Wishing each of you a blessed career ahead! May all of your dreams be fulfilled and may you be the light that shines in the dark world, making it a better place.

Bill Gates. Artificial intelligence, energy and bioscience fields are ripe with opportunities. Pic: Wikimedia Commons.
Uphill battle against unethical leadership

Moral disengagement: A process which the person believes that what they are doing is not unethical, or if it is, then it is not very unethical. In essence, this is a process of minimizing the self-blame and guilt that the individuals feel when they engage in unethical behavior.

The Stockbroker, the Athlete, and the Professor

**CASE STUDY 1** In 2008, a stockbroker was indicted on charges of embezzlement and fraud. He had worked for a large investment bank for over a decade, and his compensation was tied to the performance of his clients. He pleaded guilty to the charges and was sentenced to 23 years in prison.

**CASE STUDY 2** In September 2011, a Dutch university professor was found guilty of plagiarism. He had written several papers that had been submitted by other authors, and he had even gone so far as to change the authorship of the papers. He was sentenced to 2 years in prison.

**CASE STUDY 3** In 2015, German automobile manufacturer Volkswagen was found guilty of cheating emissions tests. The company had installed software in their diesel cars that manipulated the test results, allowing them to emit more pollutants than the legal limits. The company was fined over €18 billion and over 25,000 employees were fired or laid off.

Leaders are no different. If anything, being in a position of power and influence, being the one with the responsibility to make the best decisions for the organisation and the stakeholders, makes the individual more susceptible to moral disengagement and behaving in a deceitful manner.

In law, a man is guilty when he violates the rights of others. In ethics, he is guilty if he only thinks of doing so.

The lack of self-awareness and dishonesty may in one’s actions affect individuals to such a degree that they are no longer capable of making ethical decisions making, based on what is right and wrong, good and bad.

> DO THE VALUES OF YOUR ORGANISATION SPEAK TO PEOPLE’S HEARTS, OR ARE THEY JUST GATHERING DUST ON THE WALL?

The performance of an organisation depends on the ability of its leaders to translate its vision and values, from aspirational statements into actualised behaviour. This happens in everyday situations – from the biggest transactions to the smallest interactions. Leaders are the face of the organisation, the representatives of its values.

When Core Values are thoughtfully designed and internalised at the workplace, employees holistically, act and behave in alignment with the stated principles and standards set by the organisation. Leaders play a critical part in this process. They are the ones who set the tone, the example, and the culture. They are the ones who embody the organisational values in their actions and their words.

A leader’s role is to ensure that the values are not justlip-service but are truly integrated into the daily operations of the organisation. They must make sure that the values are not just words on a page but actions that are lived out in the workplace. This means that leaders must be role models, demonstrating the values in their own actions and decisions.

Leadership is about more than just setting the organisational goals and objectives. It is about creating a culture where the values are not just espoused but also practised. This means that leaders must be proactive in creating a culture that is truly values-driven. They must be aware of the values and how they are being implemented in the workplace, and they must take action to ensure that the values are being upheld.

Leadership is the process of influencing others to achieve a common goal. It is about setting the direction, inspiring others to follow, and creating a culture where the values are paramount. It is about being the change that you wish to see in the world.

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WHY YOUTHS ARE FINDING IT HARD TO GET JOBS

TAMARA JAYNE
www.leaderonomics.com | Saturday 27 May 2017

WHEN writing a resume, many of us base our advice on our parents or our trusted “comparables”. Google. And, when we have the right “people connected”, finding a job becomes easier. What happens when we do not have those connections? Imagine being based in an area with established corporations. How do we apply for jobs when we lack qualified references? The biggest question, are parents – and education – parents of youth or industry practitioners? The bigger question is, are parents – and education – parents of youth or industry practitioners?

WHAT IS THE ACTUAL PROBLEM?

According to a McKinsey report, 87% of graduates stated they would like to get meaningful advice ever. 69% of alumni said their university could do better at communicating with them. 70% of graduates need help finding employment, and one-third of students fall out of their career path. However, students are not the only ones finding it difficult to secure employment. Thirty per cent of employers stated that it is becoming increasingly difficult to secure employment. Thirty-nine per cent of employers stated that it is becoming increasingly difficult to secure employment.

WHAT ARE THE CAUSES OF THE PROBLEM?

WHY ARE YOUTHS STRUGGLING?

WHEN I attended a roadshow in Kedah – under the SL1M northern region road show – I met successful graduates through collaborations with government-linked agencies as well as the private sector. These graduates come with high scores and great academic performance. However, their desire for new hires with good attitude and foresight.

EMPLOYERS SAY

Googling “How to write a resume” would reveal a list of tips and tricks on how to write a good resume. However, this is not enough to get a job in that industry. They encouraged you to step out of your comfort zone and see the job path instead.

WHAT CAN WE LEARN FROM THEIR EXPERIENCE?

WHEN taking a look at graduates that have been on a job hunt for two months or longer, there is a common theme: they applied to multiple companies, but they never received any response. When they went for an interview, as they are not able to get a job after an interview, as they are left with no answer, explanation or feedback from the employer. In the end, graduates are entitled to double tax deduction on all training costs allowable for these organisations. Training programmes. As an incentive, the government provides double tax deduction to all organisations or training providers. Training course cost are also fully or partially reimbursed through the HRDF-SL1M incentive. выполнить training programme. The form can be downloaded and submitted with supporting documents in to the EPI Secretariat.

WHEN we have the right “people connected”, finding a job becomes easier. Ways to transition these graduates into the workforce. Critical thinking, people management and negotiation.

HOW

EMPLOYEES SAY

WHY ARE YOUTHS STRUGGLING?

Singer Fazil Taib, who is also the SIM SPEAK Spokesperson, entertaining the crowd while providing insight on the SL1M Roadshow.

For graduates who would like more career advice visit their websites.

 Pursuing a degree is very costly. The SL1M programme helps to fix this problem by providing opportunities for all. No matter their background, qualifications, results or experience, companies who partake in the SL1M initiative focus on encouraging anyone who is willing to learn and adapt to new opportunities. “One graduate from the SL1M programme went on to make half a million in revenue. Taking part in extracurricular activities at school or tertiary levels may enhance soft skills. However, what really matters is the ability and willingness to learn. The myth that millennials are lazy or entitled was not always about qualifications, grades and results. What really matters is the ability and willingness to learn.

WHAT ARE THE SOLUTIONS?

At this roadshow, we also met successful graduates through collaborations with government-linked agencies as well as the private sector. These graduates come with high scores and great academic performance. However, their desire for new hires with good attitude and foresight.

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EMPLOYEES SAY

WHY ARE YOUTHS STRUGGLING?

Singer Fazil Taib, who is also the SIM SPEAK Spokesperson, entertaining the crowd while providing insight on the SL1M Roadshow.
On a recent trip to Florida, I was staying at a resort known for its luxurious amenities. The resort offered a variety of activities for guests, including golf courses, spa services, and fitness centers. However, what caught my attention most was the beautiful beachfront views that could be seen from many of the rooms. As I sat on my balcony sipping a cold beverage, I couldn’t help but feel a sense of peace and relaxation wash over me. The sound of the waves hitting the shore and the gentle sea breeze made it a perfect setting for unwinding.

Like most people, I have to balance the need for self-control in my daily life. Whether it’s making difficult decisions or resisting temptation, self-control is something that we all strive for. But what happens when we don’t have the self-control we need? The lack of self-control can lead to negative consequences, both in our personal and professional lives.

The key to adopting sound principles is to cultivate internal habits that would provide greater clarity of our weaknesses, our strengths, our habits, our tendencies, for the greater good of those on the leader the demand to give them-, and embraces the need for self-control is beyond contention. To be in control is to be able to motion control is at its height when we recognise and acknowledge that our own lack. Because we are all flawed, self-control is a necessary measure to ensure effective and sustainable leadership. It places the mind too plumbs the depths of our flaws is uncomfortable and countercultural. It raises a slew of eyebrows, no doubt. Yet, it is often in the fringes of distress that the mind too plumbs the depths of a thought in order to seek a coherent resolution.

An honest self-assessment of ourselves will quickly make it clear that none of us are perfect. While self-control intrinsically acknowledges that there is something implicitly wrong with us, the recognition of our imperfections is the condition on which self-control is birthed. Self-control dawns the very moment we recognise and acknowledge that our passions and hungers are, more often than not, laced with self-gratifying and indulgent inclinations that can result in self-centred and at times destructive set of behaviours. It is not surprising therefore, that the most narcissistic of leaders are the ones who fail to practice self-control simply because they fail to acknowledge their own lack.

Because we are all flawed, self-control is a necessary measure to ensure effective and sustainable leadership. It places the leader the demand to give themselves the natural inclinations and tendencies, for the greater good of those they lead towards a common goal. That that is the leader that embraces and embraces the need for self-control is beyond contention. To be in control is to be able to motion against the grain. It is the ability to resist the natural flow of events. In other words, control is at its height when parameters surrounding the object of control are tested.

Below are five ways leaders can cultivate self-control:

1. **FOCUS**
   From our mindset and attitude, to our behaviour and actions, from head to toe we are intrinsically self-gratifying beings. Every faculty of our being is in some way saturated by this thing called self-centeredness, and every decision is made chiefly with the self as the point of reference.

Self-control is a means to mitigate that which is instinctive to us in order to keep us from exercising destructive actions and behaviours. I recall vividly one of my first ever jobs. I was working as a debt collector for a local high school, and very much in the “in” stage of life – insecure and ineffective.

I was working on a debt collector with a team of people numbering in the high teens. One morning, we were all summoned to the conference room before the start of the day.

We chattered inquisitively proposing varying reasons for the assembly as we were waited to be addressed by our manager. The consensus was certain; some-thing was wrong. And we were right! We endured a good ragging, laced with profanity, ridicule, and mockery, based on the dwindling numbers we had achieved. What is interesting is not so much the mockery, but the ravaging effects it left it waking. We were all demotivated, and some amongst us left the organisation.

What ought to have been a motivator if addressed appropriately and informed with self-control became a further stum-bling block towards achieving our goal.

2. **DISCERN**
   Life is found in the details, so the practice of analysing ones’ inherent tendencies, when reinforced with the adoption of sound principles will increase the level of discernment in a leader, leading to greater levels of self-control.

The practice of analysing one’s inherent tendencies, when reinforced with the adoption of sound principles will increase the level of discernment in a leader.

Life is marked by a series of decisions. There are of course the big and weighty life decisions; do I make a career change? how many children should I have? These undoubtedly shape the course of an individual’s life. But there are also the less lofty or noble questions, simpler in form and lighter in implications, which are often overlooked and given less eminence: should I say a word or keep silent? Should I buy this product or not? Should I have dessert after dinner or refrain?

Interestingly, it is within the choices to these seemingly insignificant ques-tions that character is formed. The sum of the minimal choices made have huge overarching implications when combined collectively. They are not merely choices but a probe into the mind. The collective choic-es made over time develop a thought pattern. Moreover, a deeper analysis of these patterns reveal the mindset and the motivating factors of the decision maker.

It upsets the internal drivers and reveal the heart’s ultimate pursuit. Two main ways to discern our motivational drivers include:

- **Analysing Our Tendencies**
  Discernment begins with the ability to be honest with ourselves. Winston Churchill poignantly stressed on the importance of truth by stating: “Truth is the most valuable thing in the world so much so that it is often protected by a bodyguard of lies”. Admittedly, in a world rife with relativism and spin, we often have a hard time telling them apart. The term “it depends” finds its place as the default answer and strikes a leader to indecision.

Moreover, the practice of analysing our inherent tendencies is arduously tedious in our fast paced, instant gratifi-cation world. It seems impossible to depict a life.

Ultimately, what makes the practice of personal honesty and internal reflection meaningful, a brutally painful is what it ultimately reveals - our true selves. For any leader, the pain element must be endured, first for the esteem and interest of the organi-sation and team, for it is to the leader’s own maturity and good.

3. **ASSIST**
   Like a city whose walls are broken through, is a man without self-control - King Solomon

Do you have a tendency to procrastinate? Do you have an insatiable desire for the most current and trendy? An honest assessment of ourselves through internal reflection will grant us greater insight into our tendencies, provide greater clarity of our weaknesses and need, and inform greater urgency to exercise self-control in those areas.

The behavioural element of leader-ship is merely a symptom to the motiva-tional element of leadership. Separating the two provides a clearer view of the mechanics and implications at work in a mind bent towards a particular pasture.

**Adopting Sound Principles**

Sound principles are proven principles of decision-making that have been tested and found to be true having withstood the test of time. It is pertinent that a leader establishes and develops a set of anchoring principle that ensures right decisions are made regardless of strain or emotion.

The key to adopting sound principles is to cultivate internal habits that would make them second nature, internalised by ethical discipline. Principles are helpful structural safe-guards especially in times of testing. They are to be used as go-to references in moments of weak-ness and uncertainty to ensure consistency, security, and effective leadership.

The practice of analysing ones’ inher-en-t tendencies, when reinforced with the adoption of sound principles will increase the level of discernment in a leader, leading to greater levels of self-control.

Gurpreet has other insights on how leaders can develop self-control for himself and his organisation. To get access to the full article, visit www.leaderonomics.com or scan the following QR Code
CONQUERING YOUR FEARS FOR A DREAM WORTH PURSUING

FINDING THE INTERNAL SCRIPT THAT WILL EMPOWER US TO SUCCEED

By DANIEL LEE
editor@leaderonomics.com

I had the privilege to listen to world-renowned motivational speaker and author, Les Brown, speak at the National Achievers Congress in 2014. One of the most memorable part of the talk was this quote – “The richest place on earth is the graveyard, because it is here that you will find all the hopes and dreams that were never fulfilled, the books that were never written, the songs that were never sung, the inventions that were never shared, the cures that were never discovered, all because someone was too afraid to take that first step, keep with the problem, or determined to carry out their dream.”

I’ve always believed in the power of dreams and that each of us have the potential to achieve those dreams, however big they may be. When we were younger, anything was possible. Nothing was too big or impossible when it comes to our dreams. Whatever we loved doing, we would decide our dream based on it. Some of us want to be painters, some want to be entrepreneurs, while others may want to be astronauts. As we grew older, we are hit with a good dose of reality. Other experiences we learnt along the way taught us to fear – most of the time, for very good reasons. However, having the potential to achieve your dreams is only as real as the courage to pursue them.

PASSION TRIUMPHS OVER FEAR
Cheesy as it may sound, I learned that one of the ways to overcome my fears was to find something I really love to do. Finding a dream that you are deeply passionate about will prepare you to take on impossible when it comes to our dreams. Some of us want to be painters, some want to be entrepreneurs, while others are pursuing it. I decided to pursue sports even though I was afraid of public speaking, I would tell myself things like “I can’t speak in front of this many people” or “I’ll mess up and embarrass myself”.

I found out that when I changed my “internal script” I was no longer as controlled by the fear. Sure, I was still nervous of the idea of speaking to a crowd at the time, but I started telling myself, “Daniel, you have a story to tell and this is your opportunity to inspire.” Instead of repeating an internal script that fuels the fear, I changed my mindset to see opportunities in the fear that I am facing. What is the internal script that you are repeating currently? Whenever you face the fear of failure, pause and notice the dialogue in your mind and see how that can be changed to empower you instead.

PAST RESULTS PAVE THE WAY TO THE FUTURE, NOT DICITATE
To many people, the only thing that could be worse than the fear of failure, is actually experiencing it first-hand. When I worked with school students in the areas of leadership development, it was not unusual to meet a youth who gives up taking leadership roles because they’ve done “badly” in the past. I believe we can all relate when I say that failures can sometimes intimidate us. Although benchmarking and results give good indication of the progress we are making, I believe that it should pave the way to success in the future, not dictate it.

I have personally given up before because the failures that I experienced pretty much “confirmed” that I could not succeed – at least in my mind. In those instances, I allowed the results to dictate my future. Take Thomas Edison as an example. If he had looked at the results he produced, no one would have blamed him if he gave up on his creation of the ideal light bulb on the 999th try. Each progress and setback he experienced led him to the creation of the first commercially viable electric incandescent light bulb. Whether it’s failures or successes, rather than dictating the future, our past results serve to pave a solid foundation to the future. When we view it in that mindset, we would start learning from our experiences and suddenly fear becomes a non-issue.

Daniel also shares how he gained his confidence by building up his competence. Read more about it at www.leaderonomics.com or scan the following QR Code.
By TRAVIS BRADBERRY
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WHY is it about self-control that makes it so difficult to rely on? Self-control is a skill we all possess; yet we tend to give ourselves little credit for it. Self-control is so fleeting for most that when Martin Seligman and his colleagues at the University of Pennsylvania surveyed two million people and asked them to rank order their strengths in 24 different skills, self-controlled ended up in the very bottom slot. When it comes to self-control, it is so easy to focus on our failures that our successes tend to pale in comparison. And, why shouldn't they? Self-control is an effort that’s intended to help achieve a goal. Failing to control yourself is just that – a failure. If you’re trying to avoid digging into that bag of chips after dinner because you want to lose a few pounds and you succeed Monday and Tuesday nights only to succumb to temptation on Wednesday by eating four servings’ worth of the empty calories, your failure outweighs your success. You’ve taken two steps forward and four steps back.

With this in mind, we talk about six strategies for self-control that come straight from new research conducted at Florida State University. Some of these are obvious, others counterintuitive, but all will help you eliminate those pesky failures and ensure your efforts to keep your willpower successful are enough to keep you in the right direction for achieving your goals.

SECRET #1 – MEDITATE
Meditation trains your brain to become a self-control machine. Even simple techniques like mindfulness, which involves taking as little as five minutes a day to focus on nothing more than your breathing and your senses, improves your self-awareness and your brain’s ability to resist destructive impulses. Buddhist monks who meditate appear calm and in control for a reason.

SECRET #2 – EAT
Self-control is a bit like a yo-yo. Sometimes it’s up and other times it’s down. It’s easy to think that we have to be perfect — all the time. We don’t. We’re human and it is normal to make mistakes. But here’s the thing: every time we give into temptation, we lose a little bit of control. Meditation helps keep us in control, because it allows us to maintain our composure. The next time something really temptation-inducing comes along, try to give yourself a head start by meditating 15 minutes just before you go out. It turns out that a little bit of quiet helps you deal with whatever comes your way.

SECRET #3 – EXERCISE
Getting your body moving for as little as 10 minutes’ releases GABA (gamma-aminobutyric acid), a neurotransmitter that makes your brain feel soothed and keeps you in control of your impulses. If you’re having trouble resisting the impulse to walk over to the office next door to let somebody have it, just keep on walking. You should have the impulse under control by the time you get back.

SECRET #4 – SLEEP
When you are tired, your brain cells’ ability to absorb glucose is diminished. As I explained in Secret #3, your brain’s ability to control impulses is nil without glucose. What’s worse, without enough sleep you are more likely to crave sugary snacks to compensate for low glucose levels. So, if you’re trying to exert self-control over your eating, getting a good night’s sleep — every night — is one of the best moves you can make.

SECRET #5 – RIDE THE WAVE
You’ve taken two steps forward and four steps back. You’re hungry, make sure you eat something that provides a slow burn for your body, such as whole grain rice or meat, to give you a longer window of self-control. If you’re having trouble keeping yourself out of the company candy bin when you’re hungry, make sure you eat something else if you want to have a fighting chance.

SECRET #6 – FORGIVE YOURSELF
A vicious cycle of failing to control oneself, feeling intense self-hated and disgust is common in attempts at self-control. These emotions typically lead to over-indulging in the offending behaviour. When you slip up, it is critical that you forgive yourself and move on. Don’t ignore how the mistake makes you feel. Just don’t wallow in it. Instead, shift your attention to how you’re going to do to improve yourself in the future.

PUTTING THESE STRATEGIES TO WORK
The important thing to remember is you must give these strategies the opportunity to work. This means recognising the moments where you are struggling with self-control and, rather than giving in to impulse, taking a look at the six secrets and giving them a go before you give in.

WHEN emotional intelligence (EQ) first appeared to the mass media, it was portrayed as the missing link in a peculiar finding: people with average IQs outperform those with the highest IQs 70% of the time. This anomaly threw a massive wrench into the broadly held assumption that IQ was the sole source of success. Decades of research now point to emotional intelligence as being the critical factor that sets star performers apart from the rest of the pack. The connection is so strong that 90% of top performers have high emotional intelligence.

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behaviour, navigate social complexities, and make personal decisions to achieve positive results. Despite the significance of EQ, its intangible nature makes it very difficult to know how much you have, and what you can do to improve if you’re lacking. Unfortunately, quality (scientifically valid) EQ tests aren’t free. So, I’ve analysed the data from the million-plus people TalentSmart has tested to identify the behaviours that are the hallmarks of a high EQ. What follows are sure signs that you have a high EQ.

15 SIGNS YOU’RE EMOTIONALLY INTELLIGENT

YOU HAVE A ROBUST EMOTIONAL VOCABULARY
All people experience emotions, but it is a select few who can accurately identify them as they occur. Our research shows that only 36% of people can do this, which is problematic because unlabelled emotions often go misunderstood, which leads to irrational choices and counterproductive actions.

People with high EQs master their emotions because they understand them, and they use an extensive vocabulary of feelings to do so. While many people might describe themselves as simply feeling “bad,” emotionally intelligent people can pinpoint whether they feel “intolerable,” “frustrated,” “downtrodden,” or “anxious.”

Choosing the right specific word, the better insight you have into exactly how you are feeling, will make a difference and, what you should do about it.

YOU’RE CURIOUS ABOUT
It doesn’t matter if they’re introverted or extraverted, intelligent people are curious about everyone around them. This curiosity is the product of empathy, one of the most significant gateways to a high EQ. The more you care about other people and what they’re going through, the more curious you’re going to have about them.

YOU EMBRACE CHANGE
Emotionally intelligent people are flexible and are constantly adapting. They know that fear of change is paralysing and a major roadblock to their success and happiness. They look for change that is lurking just around the corner, and they form a plan of action should these changes occur.

YOU KNOW YOUR STRENGTHS AND WEAKNESSES
Emotionally intelligent people don’t just understand emotions; they know what they’re good at and what they’re terrible at. They also know who pushes their buttons and the environments (both situations and people) that enable them to succeed. Having this powerful EQ means you know your strengths and you know how to lean into them and use them to your full advantage while keeping your weaknesses from holding you back.

No, you haven’t read the best parts of this article. Direct your browser to www.leaderonomics.com for other signs that shows you are emotionally intelligent. Or, you can scan this QR Code

At times, we find ourselves stuck in helpless situations and get hunted with the idea that we do not have a choice in some circumstances. Leaderonomics has a range of leadership training programmes that can help you be an effective leader who is also proactive and action-oriented. Some of our leadership courses are designed to help you take control of your life and use your strength of character to make the right decisions. Through these courses, participants will also learn to focus on things they can change and how to be in control when situations arise, or out of the workplace go beyond your control. You can learn more at www.leaderonomics.com to find out more.

THE SIX SECRETS TO SELF-CONTROL

STRATEGIES TO HELP YOU RESIST YOUR TEMPTATION
IS THE END NOT THE BEGINNING?

RETIREMENT IS THE PERFECT PHASE TO RE-ENERGISE AND GIVE BACK

By ANTON VAN DER WALT
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Seeing elephants in the wild remains a huge privilege and capturing them in a photo is something special. On a recent trip to a game reserve, we were lucky enough to come across a very large lone elephant bull. The bull was in musth – meaning he was primed to mate. As a result, he was potentially very aggressive and dangerous. For this reason, we made sure we stayed out of his way and out of his path. As the tusker turned to amble away from us, the sun rose behind him, bathing him in a flood of golden light. It was an incredible experience, which had literally unfolded as we sat in silence, quietly observing.

Purposefully using the variables around us such as the time of day, the light, objects and correct positioning, one has all the ingredients for a great wildlife or landscape photo. Taking the time, making the effort and spending many hours practising prepares the way for that perfect moment when things seem to fall into place and the magic happens. I often hear of long serving employees entering into their "sunset assignments". Usually it refers to that last assignment or position before retirement.

Personally, I am not very fond of such a term as it sounds like the end is near and it is a fast track downhill from here. We spend many years in our careers, working hard and gaining a lot of life lessons. Some lessons teach us more than others. As we get older we get wiser and smarter. As people entering into their “sunset phase” or “sunset, new horizons open up. There is a general sense of well-being. Keeping physically active provides energy and longevity and does wonders for a general sense of well-being. As the old bull walks off into the sunset, new horizons open up. There are new places to go to and new experiences waiting. The “sunset assignment” is about to become the next “sunrise assignment”.

Now is the time to give back – to yourself, your community and the younger generation. Mentorship and coaching are incredibly rewarding tools to help others on their way.

Look at this time in your life as a new beginning rather than the end of a chapter. Set yourself up on a path of huge potential. Reach out to us through training@leaderonomics.com to learn more.

Put your experiences to good use

People at this point in their lives have put a lot of practice and effort, and gained a lot of experience. Some things worked out well, others invariably not so well. Put your experiences to good use. Go do what you love doing, you have all the experience you will ever need.

GIVE BACK

Now is the time to give back – to yourself, your community and the younger generation. Mentorship and coaching are incredibly rewarding tools to help others on their way.

Stay active

Staying active means active for body, mind and soul. Read, learn, and find new things to study and to think about. Keeping physically active provides energy and longevity and does wonders for a general sense of well-being. Just as the old bull walks off into the sunset, new horizons open up. There are new places to go to and new experiences waiting. The “sunset assignment” is about to become the next “sunrise assignment”.

The refiring philosophy addresses the spiritual dimensions of our life. The emotional, intellectual, physical and heart, head, body and soul to reinvigorate life with zest. Being enthusiastic, taking risks and facing the future (rather than retiring) means recharging yourself, relationships. Additionally, refiring (rather than retiring) means recharging yourself, being enthusiastic, taking risks and facing the future.

In this context, significance has three aspects: generosity, service and loving relationships. Additionally, refining (rather than refining) means recharging yourself, being enthusiastic, taking risks and facing life with zest.

The refining philosophy addresses the heart, head, body and soul to reinvigorate the emotional, intellectual, physical and spiritual dimensions of our life. Rather than refusing to let go, is this not an opportunity for us to make a conscious decision to reciprocate and give back to others? It is one of the most rewarding things you will ever do. People entering into their “sunset assignment” should think about doing the following:

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People at this point in their lives have put in a lot of practice and effort, and gained a lot of experience. Some things worked out well, others invariably not so well. Put your experiences to good use. Go do what you love doing, you have all the experience you will ever need.

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Look at this time in your life as a new beginning rather than the end of a chapter. Set yourself up on a path of huge opportunity and rewarding work. You will never regret this. After all, this evening’s sunset is tomorrow’s sunrise.

Self-mastery is an important “tool” that will keep us on our toes, pushing us out of our comfort zones and driving us towards excellence.

Leadersonomics has several empowerment programmes that uncover self-mastery techniques to help you discover and maximise your potentials. Reach out to us through training@leaderonomics.com to learn more.

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Anton is an executive HR leader with extensive experience with a global automotive manufacturer. With assignments throughout the Middle East, Africa and Asia, Anton has established new business units in emerging markets, and enhanced the efficiency and effectiveness of human resources operations in mature markets.

Anton is also a photographer and you can follow him on Facebook, Twitter, LinkedIn and Instagram.
For an organisation to thrive and lead, it takes a holistic ecosystem to identify, nurture and accelerate the development of leadership among their talent. That is why Leaderonomics’ first priority is to get to know your organisation and its people deeply, and to identify their needs. Our Organisational Diagnostic team is equipped with the heart and knowledge to hear you out and work with you to diagnose the root causes of internal challenges.

Designed with deep knowledge of workplace psychology and adult learning, our customised solutions are developed to deliver the best possible results for your organisation.

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- **EXPERIENTIAL SIMULATIONS**
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- **HIGH POTENTIAL TALENT ACCELERATION**
- **STRATEGIC REVIEWS**
- **CULTURE AND EMPLOYEE ENGAGEMENT**

Email **info@leaderonomics.com** to schedule a free consultation.