



MOVERS, SHAKERS, MOANERS & GROANERS

“If the brave do not lead, the timid will not follow. Be brave”

by

Ken Annandale

MOVERS & SHAKERS, MOANERS & GROANERS

With thanks

To the prime Mover and Shaker, My Creator
To family and friends. Both living and lived.
To my children Nathanael and Natalie - I am learning so much from you.
To my soul mate, Penny - I look forward to a long and prosperous life together.

I commit to zero moaning and groaning and maximum moving & shaking!

Ken Annandale

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P O Box 520, Plumstead, Cape Town, South Africa, 7801

WEB SITE www.show.co.za

E MAIL ken@show.co.za

CELL +27 (0) 82 920 8912

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CHAPTER ONE - AN ORDINARY LIFE

“Within me burns the knowledge that we can do more, see more, have more, make more and influence more!”

You will enjoy this book. It will make you laugh, cry, reflect and take action. It may be your first motivational book; it may be your hundredth. This is the one that will make you make the difference! Every time you recognise yourself say: “That’s me!” Read on....

I realized there just had to be “more to life”, but lacked the “know-how” to get it. My folks were regular South African people, I imagine very much like yours. Conservative, Calvinistic with more than a touch of Victorianism. They loved, cared for, and put up with three kids. They compensated for the lack of musical, academic or intellectual stimulation with a caravanning, church-going lifestyle and by providing a loving home. They were great! In Kimberley - where I grew up - nothing happened then, much as nothing happens now. Yet it was a super playground, mine dumps and all - and very much a male dominated politically blinkered upbringing.

We never talked of opportunities and personal potential. I cruised through school without any highlights - never a star student or serious participation in sports, drama, debate or taking on leadership roles. My teachers, peers and family regarded me as an under-achiever, a black sheep. I don't know where they got that ridiculous idea! Who, me?

I played the trumpet in the cadet band, became a Springbok Scout in the local Sea Scout troop (yes, in Kimberley) and hung out with my smoking buddies. I went to church and got born again, and again and again. Other than that I was bone-lazy.

I remember being told that I would never amount to anything. I remember the subtlety of being taught to be intolerant of anyone or anything different. Communists, Blondes, Blacks, Afrikaans and Gays were all treated with suspicion. I remember our Methodist Minister being excommunicated for converting to Pentecost. No one in my little world offered any opinion or defense. I adopted this social psyche lock, stock and barrel. Above all, I unquestionably accepted that “White was right”. I believed, like so many at the time, that employment, security and a future were dictated and assured by the establishment.

The first serious wake-up call... I failed Standard 9 and was faced with the choice of either boarding school or finding a job. A job! The options were the mines, the banks, or the ultimate career move: the government. My reaction was obvious. The mines? No way! The bank? Well they didn't want a high-school drop out! That left the State. After all, nothing in the world would drag me back to school.

So I became a cop. The South African Police would feed, clothe and house me. And I could complete my schooling in the Police College. I spent much of the next year playing the trumpet in the Police College band. I was having too much fun to study. No one took me aside and advised me on what to do with my life. No one told me about the apartheid system, or encouraged me to explore the options or my own potential. Hey I came from Kimberley! Sound familiar?

I landed up with the SAP in Durban, (because I was English) and found myself enthralled with my newfound power and status. Posted to the Drug Squad, I could grow my hair, wear jeans, go to all the parties and date the hippie girls. What a job! And I had a ball. Under the leadership of the truly remarkable Major Basie Smit, I started a process of self-discovery. He was my first earnest role model. An immaculately dressed, well-spoken, dynamic leader. He led from the front. Never afraid to voice his opinion - a frank communicator who spoke to me man to man. He protected me when I made mistakes, disciplined me, yet treated me like an equal. Basie, I salute you!

I met another phenomenal man. Sergeant Prince Dube. He taught me my first Zulu words, shared his lunch with me and introduced me to the glorious diversity of the people of South Africa. A wise and proud man, many years my senior, he shared his dreams and frustrations. A man with the potential to be a great officer and leader but denied the opportunity by the social mindset. I started questioning the ever more apparent inhumanities in our country. Sgt. Prince Dube slept in the back of a police van, showered in the prisoners' quarters yet never complained. His pathetic salary did not permit him to both provide for his family and go home every night.

I came to realize there were just two types of people. Those that made things happen and those that did not. The active and the passive. The doers and the watchers. The press calls the first group the “movers and shakers”, the second I call the “moaners and groaners”. This divide began to trouble me subtly. I became aware that mine was an empty,

unsatisfying life. Few role models, little ambition and no clear purpose, direction or goals. I lacked confidence, vision and had no grasp of “the big picture”. Fortunately, the fact that I am English speaking safeguarded me from being drafted into any of the internal security units. I was deemed too English ... too liberal. Thank goodness! I bemoaned the fact that I could not go to the border because of my heavy caseload. Now I am grateful that I was spared direct exposure to the political war - many of my buddies died on the border!

In the fumble for more meaning, I left the Police but came running back after exploring the commercial world. It was easier being a cop than a furniture salesman. During this time I mastered the art of speaking in public. I was ill equipped for survival in the real world. Fortunately, I had been acquiring some “mental muscle”. I still believe to this day, that eleven years schooling failed to teach me any really useful life-skills. Delegates at conferences worldwide frequently echo similar indictments on their education system. Educators need to wake up!

Now armed with a useable skill - public speaking, I became a spokesperson for the Drug Squad, talking about the dangers of drugs (and believe me they are dangerous) to school, associations and societies. One day someone rewarded me with a voucher after such a talk! It dawned on me; I had made the quantum leap from being a paid policeman to being a paid speaker. My confidence took flight. I had found something meaningful to do with my life!

I now know that the key to a satisfying life is to identify your purpose or mission and then pursue it passionately.

Many people lack confidence, ranging from acute embarrassment to pseudo-boldness. I overcame my lack of confidence by completing the exceptional Dale Carnegie Public Speaking course. *I ardently believe that being able to competently speak in public affords a person more worth than could education, wealth, status or fame!*

My hopes began to soar. Maybe I could really do something meaningful with my life. My schoolboy dream had been to join the navy. On hearing about the establishment of a drug unit in the navy, I approached one of our officers and broached the subject of a transfer from the SAP to the SA Navy. He laughed in my face, scorning my suggestion with contempt when he heard that I wanted to become an officer in the navy. His supercilious manner angered me. I resigned from the SAP and joined the SA Navy. He had said that I would never make it. I did.

Arriving in Simon'sTown with my new wife, I discovered the same complacency and lack of ambition amongst my new colleagues. The same two types of people: Those that made things happen, and those who didn't. Within a year or so I applied to join the Officer Corps. At the first Selection Board interview I was told that I did not have the required Matric certificate. I figured if that was what it took to become an officer, I could do it. I studied part-time and finally made it. At the next Selection Board I was told that, because I was married, I did not qualify for the Midshipman's course. Undeterred by the carping of my unambitious colleagues, I re-appeared before the following Selection Board, only to be told that this time, I was too old.

Our social psyche severely limits people in developing their potential. People are encouraged to believe that they are too old, too young, too tall, too short, too fat, too thin, too masculine or too feminine. Right now, many believe that their skin colour dictates their potential, therefore their future. *This brutally debilitating limiting belief is called “Excusiology” and is actively taught in homes, schools, churches and colleges!* Maybe the teachers don't want you to achieve your dreams, because they did not achieve theirs! I think I was too naive to accept these excuses. I stood my ground and the Selection Board relented on the condition that, if I failed the programme, I had to resign. There are many who believe that statutes and regulations must be challenged. I not only rocked the boat; I rocked the entire fleet and put pressure on it to change its own rules. Remember the notorious P W Botha was Minister of Defence at the time! The changes on the South African political scene are testimony to the fact that systems of government can change. I exceeded everyone's expectations and passed with flying colours. By the way, the Board did not get my resignation until a few years later. By that time I had a much clearer understanding of what I wanted. And I was determined to get it.

Leaving the relatively sheltered government environment was a daunting move. I constantly hear that people feel their careers or relationships are “in a rut”. I discovered it is possible to get out of a rut, as risky as it might appear. There are always options. You could choose to stay in your chosen path, increase your pace and overtake those in front and overcome the obstacles. Dusty, dangerous work, but you could get ahead of the pack without incurring any harm. Unfortunately, these perceived dangers are perpetuated by the social psyche. But after many years in business I can attest that these “dangers” are merely perceptions.

Everybody has the ability to pursue and achieve their dreams. Many who have had to face the trauma of redundancy, divorce, physical disablement or liquidation found that adversity brought the best out in them. *I have witnessed many instances of what I term “leave and achieve” dynamics. Under-achievers who leave school, college or sterile jobs and relationships frequently move to fulfillment in their “next life”.*

My first real job in commerce was that of a Security Manager at a telecommunications company. After all, what else was an ex-cop, ex-naval officer qualified to do? My family and friends regarded my career move with skepticism. My salary had more than tripled and I trusted my own judgment in having left government employment.

I had already discovered that “strategic compromise” was a good thing. I convinced the management to allow me to run skills-based training programmes. Again I was able to exploit my public speaking skill. When an opportunity arose at a national training consultancy, I applied and was hired. I found myself in the thick of commerce. I registered as an Audiometrist and obtained a Business Diploma from the University of the Western Cape. My confidence simply soared. Based on this newfound conviction, I adopted the challenge to be “the best I could be” and excelled.

Five years later, I started my first business - a specialist training company focusing on occupational health and safety. Simultaneously, I naively entered into a partnership with a Johannesburg based training company on a handshake and, for a full year, slaved 14 hours a day to expand these two businesses. At the end of the first year and after much sacrifice, the senior partners ousted me. A painful experience but one that taught me a valuable lesson: “You are on your own, buddy”.

I was determined to succeed and truly believed in myself. My wife and I passionately pursued our original business and over the next seven years expanded the business to a multi-million rand turnover success story.

For some, the desire to achieve is awakened by trauma, fear, necessity, rebellion, disability or simply, inherent confidence. I call this awakening the “Turning Point”. My own drive stemmed from a single source. *The need to prove that I could do it. I believe that everyone has to reach their personal, sometimes painful “turning point” to become truly successful. This turning point transforms desire to demonstration. Spectators become participators.*

I believed at last that I was successful, started to receive recognition from the market place, from family and friends. But I neglected to put the same passion into my personal relationships. I had worked 14 to 16 hours a day, six to seven days a week for almost seven years!

I received my second serious wake-up call. My wife of 18 years wanted a divorce. I could not understand it. I had been faithful. I was the provider, the hunter and gatherer! But I had failed to maintain a balance and had injected all my passion into my work. Sound familiar? She had frequently tried to address this imbalance, but I was too busy being a success. It took the next three years to come to grips with the fact that my desire to attain the high-school definition of success; “fame and fortune” - had separated me from my precious family.

I discovered simultaneously that a highly esteemed ex-employee had plundered seven years' worth of research and development; my intellectual property. He had resigned to start his own company in competition to mine. He had nicked the database, the material and methodologies I had developed, and poached my top salesperson!

These events ultimately taught me to seriously question my place in the universe. I realized that I lacked understanding: of myself and others, as well as the intricacies of the world of business.

I went through a period of rebellion, disinterest and a process of self-discovery. I composed myself, wrapped up the business, which was the focus of my “previous life” and engineered a new “identity” and future. My passion for public speaking had exposed me to the worlds of preaching, radio, fashion shows, conferences, Toastmasters, voice-overs and business strategy facilitation.

I managed to survive by having a purpose. Along with my passion for scuba diving, my “spiritual building blocks” saw me through this period of self-discovery.

I have made many mistakes, some minor, some catastrophic. As a result I know that through my speaking engagements and writing, countless people will be encouraged and activated to move on to the next phase of their lives. I will continue to train, but with a completely new perspective on my purpose in life. I have developed life changing motivational, leadership and communication material, which has taken me to exotic locations and exposed me to prominent leaders, thinkers, philosophers and real-life “movers and shakers”. *I have absolute certainty that my purpose in life is to give “HOPE” - Help Others*

Prosper and Excel. I have since married Penny, a wonderful person who complements me in every way. I have a busy but more balanced life, which is complemented BY two fantastic children from my first marriage, Nathan and Natalie.

In the following chapters I will share my insights into human behaviour and explore the road to “Moving and Shaking”. I know you will break free from the “moaner and groaner” rut once and for all and go on to achieve your dreams. I aim to help you reach your full potential and make a meaningful contribution while you stroll this glorious planet.

CHAPTER TWO - BECOME A MOVER AND SHAKER

“Success is having everything money can't buy and some of the things it can”.

Source Unknown

Take a long hard look around you. On the roads, at work and at play. Look at your extended family, the work place, clubs, church and organisations. Check the arenas of sports, politics and business. You will find a number of people regarded as successful.

They seem to be enjoying life in abundance. They are on their way to, or have reached, the pinnacle of their lives. They are prosperous, their relationships flourish. We regard them as fortunate and successful. They are distinguished by their winning, challenging attitudes. They constantly seek excellence. They are the envy of others.

The media calls them “movers and shakers”. Articles are written about them, songs composed, banquets are held and business competes for their endorsements. The mega “movers and shakers”. They play on the international fields. Others, the macro “movers and shakers” play nationally. Yet others are the micro “movers and shakers” and frolic on local turf.

“Movers and shakers” are easily recognizable. They are always optimistic, always up, always high on life. They are the ones saying “There is an opportunity out there, and I am going to find it!” They are the ones who “get the lucky breaks”. They focus on the possibilities not the problems. They enjoy the moment, gather the riches and rewards and have the freedom to pursue their chosen leisure activities. They appear to be the lucky ones, the ones “fate” has favoured, they are happy and lead fulfilling lives. They master their destiny, grab life with both hands and live it to the full!

We suspect that they are a breed apart, born lucky and with the silver spoon. The perfect participators in this glorious game called life. The fortunate 5%.

Then there are the spectators. The 95%! The ones I call the “moaners and groaners”. The ones who whine, whimper and wail. They mutter, mumble, gripe and grumble, moan and groan. About the government, the weather, shortages and prices. They find fault with everything and everyone around them. They are always right and everything else is wrong. They deliver only complaints, criticisms and negative comments. They are pessimistic; mock the optimistic, the hopeful and the idealists.

Moaners and groaners thrive on stories of disaster, despair, distressing experiences, about how bad things have become. They tend to recall the good old days. They get graphic about their woes, misery, distress and afflictions. The moaners and groaners say things like “Well, that’s never going to happen to me. Other people are always so lucky!” or “One day my ship will come in”, but miss the boat, because their pessimism sinks it before it docks!

You and I know that they don't want to be like that. They want to enjoy themselves and the rewards that life has to offer. They too want to live life to the full. But don't know how!

Have you noticed that they maintain that it can't be done! Maybe they just don't know how!

Now, ask yourself, do you display any of what I have described? Are you predominantly a mover and shaker or a perpetual moaner and groaner? If so, I have great news for you; it's a choice. You can set up the game the way you want to play it. You can re-engineer yourself, your circumstances and future, and you can become a mover and shaker! You can change. Furthermore you can influence others around you! At work, at home and in the community. You can be highly successful. You can be an achiever. You can live a meaningful life. You can make a real difference.

Most people display the characteristics of either a mover & shaker or moaner & groaner from time to time. The question is which do you display most of the time?

I believe everybody wants to be successful. Everybody wants to make a difference. Start by working through this simple exercise. Ask yourself these two questions: (Circle the words that appear to fit your response best. Add to the list in order of importance and influence.)

“What is success?”

[Fame] [Fortune] [Influence] [Power]
[Recognition] [Status] [Wealth] [Contentment]

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[Generosity] [Happiness] [Health] [Progress]
[Satisfaction]

“What makes me moan and groan?”

[Age] [Appearance] [Aptitude] [Background]
[Circumstances] [Complexion] [Culture] [Doubt]
[Education] [Emotions] [Experiences] [Fear] [The
Future] [Gender] [Height] [Ignorance] [Impotence]
[Inexperience] [Inadequacy] [Inertia] [Inferiority]
[Intelligence] [Lack] [Mediocrity] [Naïveté] [Neglect]
[Qualifications] [Stimulus] [The Past] [Unskilled]
[Upbringing] [Wealth] [Weight]

I once heard a great definition of success: “To have everything money can't buy and some of the things it can”.

An enormous amount of change has taken place this century. Family values, the global village. Technology has catapulted us into a world of new challenges. Change excites perceived and actual threat. Good people find themselves ill equipped to handle these challenges. They feel left behind. These threats are manifest in mental, physical, emotional, financial and spiritual realms - sometimes simultaneously. People might become debilitated and stagnant or become despondent and fearful. The “winds of change” force them to retreat. Despondency turns to desperation. Despair to depression. Everyone faces these challenges at some stage. That’s life! These challenges force us to choose between apathy and action. There are choices and it is time to choose.

As any sailor knows, it is impossible to sail directly into the wind. The wind must be harnessed. The trick is to “tack”. In other words, move diagonally across the wind. No longer facing directly into the wind, the sails fill and they start making progress again. By repeatedly continuing to do this, the wind moves the boat forward. Although the journey is not as short or as straightforward as desired, the ultimate destination can still be reached.

Unfortunately, most people don’t know the technique of “tacking” when faced with change or challenge. As a result, many end up being blown out to sea or shipwrecked on the shores of life.

Those who are knocked about by the winds of change, those who cannot tack, these are the people who, when asked how they are, often say: “Well, under the circumstances...”. We have all seen such people and they are achieving ... absolutely nothing.

I believe you should be on top of your circumstances, not under them! You can govern those circumstances. Earl Nightingale said; “Courage changes things for the better. Stay with something

long enough to succeed at it, realizing that it usually takes two, three or four times as long to succeed as you had thought or hoped”.

The amount of change forced upon you offers you wonderful, incredible opportunities. By acquiring the courage, techniques and mechanisms needed to “tack”, you can achieve what you want and realize your full potential.

This simple anecdote will add clarity. The way I see it is that there is a production line in Heaven. A massive conveyor system. On one, baby girls, on the next baby boys and so forth. And they come in all shapes, colours and sizes. As they move down the line they come to the first modification terminal. Here an angel opens the baby's belly up with a scalpel. At the next, another angel pops in a small package. At the third they are sewn up again and at the last they are wrapped in a small soft blanket. Finally they are dispatched to earth via Stork Couriers. On arrival on earth they recall nothing of this seemingly insignificant operation. They are blissfully unaware that they have been equipped with their ESP or “Earth Survival Pack”. They are oblivious to the fact that they have everything they need to live abundant, satisfying lives. The majority, some 95%, become the moaners and groaners. They mull through life, leading mundane, uninteresting, often frustrating lives. Above all they do not realize that inside the pack is a small canister labeled POTENTIAL. It is only on their return to heaven that they make the incredible discovery that they could have opened the valve and been one of the movers and shakers!

A peer of mine, former political activist Dr David Molapo, challenges people to measure how much of that potential is left on arrival at the Pearly Gates. He asks the simple question: “If you were to die today, how much potential would you have left? 5, 15, 50 or 99%?”.

For the first phase of my life I was a moaner and groaner, whereas now I see myself as a mover and shaker. A national mover and shaker, on my way to becoming a macro mover and shaker. Not because I am lucky, but because I decided to become one. I located my ESP!

I fully believe that the movers and shakers in the arenas of sports, business, politics, religion, academia and relationships have found their ESP. They have opened the valve and are achieving stupendous results. Financially, emotionally, physically and spiritually. But they are in the minority! I want to challenge you to join them!

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The majority however, some 95%, live ordinary, average lives. Their quest is to marry, raise children and pay off their debts. That is the sum total of their lives. What a shame! It's time to say "enough!" It's time to move on to the next phase of your life. It's time for you to be brave. ***Because if the brave do not lead, the timid will not follow! So be brave.*** Decide to be a mover and shaker. Mega, macro or micro. You choose!

It seems to be an immutable law of the universe that, whenever we create new ideas, new concepts or philosophies – there is always someone on the sidelines to laugh, mock and scorn. Some say, "Who do you think you are? Why should you make it? You'll never do that! It's crazy!" It's part of our social programming. Our social psyche.

Ignore them! Every time a new idea is rejected, (for whatever reason), we tend to be disappointed, despondent, doubtful. This is where we really need to fire ourselves up. You have to say to yourself, and know that you believe it: "I want it, and I am going to go out there and get it!" It may sound melodramatic, but it has the courage of conviction.

Walt Disney once said: "All the adversity I've had in my life, all my troubles and obstacles have strengthened me... You may not realize it when it happens, but a kick in the teeth may be the best thing in the world for you".

Like you, I have experienced rejection and disappointment. Some of my family, friends and colleagues doubted and mocked me. But I knew I could do it. I looked at the movers and shakers around me and thought, "If they can do it, so can I".

But many people, after knocking two or three times on the door of opportunity and being refused entrance, go away and never knock again. They give up, suspecting that their idea or concept must be useless or pointless or ridiculous. That then turns into a general feeling of failure, and apathy.

This is when you have to put your money where your mouth is. Pursue your idea and persuade people to pay attention to it. You could remain as you are or you could gamble it all on a belief in a better future. I applied the courage of my convictions to all my significant decisions in life; the Police, the Navy, business and marriage.

Of course, cynics' opinions about your idea mean nothing. You have to force open the door of opportunity and grasp it with both hands. Prove to yourself that you can do anything you want. Anything ethical, wholesome, profitable and fun! So, ***when you set your sights on something, dream big.***

It is all very well for me to say, "You can be anything you want to be". However, in reality, life sometimes gets in the way. An immigrant cannot be president on arrival – the law will not allow it. A Protestant cannot become the Pope. But what about the countless things you can become, and have, and do?

Many talk of the "system", "regime" or "establishment" and its constraints. To achieve their dreams, many people refuse to compromise. They want to progress and succeed, but will not "think out of the box". They are content to live in the past, in their comfort zone. Compromise is often necessary, and moving sideways or even taking a backward step may be necessary. It's called tacking! It's called finding a way. It's called moving on!

You often hear people saying: "Life is really tough. I'm in a rut". But being in a rut is not the end of the world. Remember, you can catch up to the person in front of you. You can overtake them and resume your journey. Or, you can break the mold of the rut, make your own path. This applies to careers, relationships and even your environment.

When it comes to opportunity, there is an adage that still rings true: "If opportunity is not knocking for you, go out and find the door". Alternatively, buy or make a door that people can knock on. That door could be education, experience or a flexible attitude.

Numerous people know that they are not in the ideal relationship or following their ideal career. Don't get me wrong. I am not encouraging you to walk out of your relationship or career. I am all for reconciliation and fiercely anti-divorce. But, polling people at seminars I have found that people are not happy with their choices. They are without goals - drifting from day to day, week-to-week, month-to-month, aimless. They are trapped by mundane demands and financial constraints. If that's all there is to life, then life sucks. You might as well go and live in the desert and eke out an existence. However, you have the ESP to deal with all life can throw at you.

When I was a youngster, in my wildest dreams I could not have imagined myself in the position of owner of a number of businesses, travel, taking part in the Sydney Olympic Games opening ceremony, motivating and influencing people and organisations. This has all occurred because I was determined to live life to the full.

Despite the relatively few things I have achieved, I am still not satisfied. I believe that there is still a lot more to do, to see, people to meet, places to go. I believe I have only one life. I wish I believed in

reincarnation. There is so much to do! I know I'm going to make mistakes, but I'm going to live life to the full and "go for it" with all my might.

If I should die today, what would people remember about me? What have I achieved? What would their epitaph to commemorate my life be? Perhaps they'll remember me as a great father, a fine husband, or an excellent speaker. But apart from that? What about the influence that I would have liked to have had on people? What about you? Would you not like the words author, entrepreneur, philosopher, achiever, composer, founder, leader, innovator or philanthropist as a testament to your life?

In the past decade, several mega movers and shakers have died - famous leaders, politicians, musicians and actors. These people will be remembered for years, decades, maybe centuries. They have had a major influence on so many lives. How long will you be remembered? Ten years, ten months, ten weeks ... ten days?

I was at a funeral once where people were saying: "I'm glad he's dead!" How awful. But wouldn't it be wonderful to achieve exactly the opposite, to have creative influence on countless lives, especially those dear to you? To have known your destiny, understood your purpose. To have achieved. And finally, to have made a meaningful mark - not only in your private life, but in business, the community, or politics.

So at this stage I want to issue you a challenge: To stop being a moaner and groaner, and become a mover and shaker. Become someone who will make a substantial difference ... in your life, in the lives of your family and friends, at your work, at play and in society. Within you is the deep-seated knowledge that there is a lot more that you can give and get from life. Your time is now. Take hold of the opportunities starting today!

CHAPTER THREE – GETTING TO KNOW YOU!

“The mind of each man is as unique as his face” The Talmud

In the previous chapter, I challenged you to effect a radical paradigm shift from moaner and groaner to perpetual mover and shaker!

You may be thinking, "I am not a macro moaner & groaner. I grumble only occasionally, when the situation warrants it". Well, ask yourself whether you are content with any form of moaner & groaner status. Wouldn't you rather be a mover & shaker?

Alternatively, you may have recognized that you are not realizing your full potential, that you are neither living life to the full, nor are you really making an impact or contribution. Perhaps you are prepared to change, but are not sure how.

It starts with a look at yourself. If you were to buy a business, would you not conduct the most exhaustive research your expertise allows? For an activity beyond your area of specialization, would you not engage the services of a reliable accountant, a shrewd attorney and a competent business advisor? You would most certainly investigate the existing business plan, review the marketing strategies and visit a random sample of clients. You definitely would undertake an asset and stock inspection, study the production and dispatch procedures, and interview the staff. You would demand the owner sit with you to discuss trends and competition. You would be consumed for days or weeks, mulling over the pros and cons. You would do battle with ideas on how to increase sales, streamline production and improve customer service. All that, without even a stake in the company!

You know that identifying both strengths and weaknesses are critical to making an informed decision. You would try to avoid making a devastating error of judgment. You would identify both the shortcomings and as well as areas of potential growth before you sign on the dotted line!

Why do we not do the same for our lives? Why no stock-take, no scrutiny of plans, no investigation of past performance, no inspection of assets and no exploration of potential. Because we have been programmed to accept whatever life throws at us, without question. Remember, it's part of the social psyche!

Viewed in the cold light of day, we must accept that we are a product. A product of our past and a product of society! As with any product or service being prepared for the marketplace, we need to do our homework! Introspection!

We are multi-faceted beings with mental, intellectual, spiritual, emotional and physical dimensions. We play different roles - the part of employer or employee, father or mother, brother or sister, son, daughter, friend, lover and so forth. Sometimes we perform with excellence and other times we fail miserably. Our service levels are either world-class or mediocre. At worst inexcusable.

At the same time, we operate from the five senses, which are tuned in or turned down. An example of this can be seen in going to an exclusive restaurant. You look at the menu, and although it is barely

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understandable, you know that it is going to be very good. The huge prices tell you that. So you order a bottle of good wine and you settle down to enjoy a great meal.

But after two or three bites of this incredible food, you no longer taste it. Sensory overload has kicked in, and this meal which is fit for a king has become ... just food. You no longer savour the delicate nuances in its taste.

After a couple of sips of wine, the same thing happens and you may as well be drinking a less expensive variety.

Other senses, too, are constantly being shut down. How often do you drive through the exquisite land you live in, with views and landscapes that can move one to tears – and don't really see? We just don't look. We become absorbed by the mundane and block out everything else instead of enjoying the spectacle of life.

An important step along the way to becoming a mover and shaker is to recognize that you must claim, grow, operate in and control all these areas.

No one can really know you in your entirety – and perhaps even you don't know yourself completely. To succeed in life we must gain a better understanding of others who have either failed or succeeded, and mold ourselves in light of this knowledge.

Some 400 years before the birth of Jesus Christ, Hippocrates - the Greek physician - studied the various personalities and behavioural types. He declared those individuals who displayed these characteristics or "humours" were born with a certain blood type. His opinion was that their "vital fluids of life" accounted for their personality and behaviour and these were, he asserted, inherited from their parents like physical characteristics. He believed that "you can't teach an old dog new tricks". He went on to say that no one fitted the grouping perfectly. Best seen as four quarters of a square, one could regard the outer perimeter as excessive and the inner meeting point as wanting. Everybody displays some of these personality traits from time to time. In other words, there is no "perfect" or "ideal" type – people are diverse and complex. Consider the following overview, as they identify you and me, movers and shakers, moaners and groaners and help us adapt accordingly.

The first is the extreme MELANCHOLIC who tends to be impassive, stoic, apathetic, indifferent, nonchalant, self-possessed, composed, poised and controlled. Consider your circle of friends and acquaintances. Do you recognize anyone who displays

these characteristics? Ask yourself whether you regard them as extraordinary or as mediocre.

Secondly there is the CHOLERIC. In the case of the extravagant choleric, we discover that they are quick-tempered, testy, irritable, peevish, complaining, grouchy, ill humoured, obnoxious, cantankerous, sensitive and touchy. Make a mental note whether any moaners and groaners you know display these traits.

Then there is the excessive PHLEGMATIC. They have "black bile" flowing in their veins. The extremist could be characterized as being constantly unhappy, joyless, pessimistic, dismal, depressing, cheerless, sad, miserable and gloomy. Does this sound like someone who knows where they are going? Someone with a mission in life?

Finally, we have the SANGUINE whose blood is supposedly red. The supreme sanguine is perpetually hopeful, expectant, optimistic, confident, enthusiastic, cheerful, spirited and effervescent. Once again, look around and you will discover that many movers and shakers exhibit these attributes.

Now, the melancholic and phlegmatic, Hippocrates mused, tend to be introverts while the choleric and sanguine tend to be extroverts. On the other hand, the melancholic and choleric show signs of being cold towards others, while the phlegmatic and sanguine were warmer.

Hippocrates hit the nail on the head. Stemming from his work, numerous profiling models have been developed with modern descriptors.

Some years ago, I developed a simple outlining tool based on Hippocrates' personality types to identify and characterize various public speaking personas. This outlining tool embraces the four personality types penned by Hippocrates and may assist you in identifying which personality type rules your life.

Bear in mind a few guidelines. Firstly, there is no right or wrong. Secondly, I believe that, with cognitive knowledge of your personality type and with diligent practice, you can "re-programme" your psyche and adopt the characteristics you prefer.

I have also discovered that everyone displays these qualities to a greater or lesser degree. These could be obvious to others while remaining hidden to ourselves. Lastly, it is fair to say that most people have distinctly different personalities for home and work, sometimes completely the opposite.

I have simplified the four personality types. Like the previous discussion, my A B C D profiles have the extremist at the outer edge and the moderate in the centre.

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Take time to consider them, as this exercise will help you discover the true nature of the mover and shaker and will assist you greatly in motivating others. You will learn which buttons to push or avoid when dealing with the various personalities. Moreover, it will enhance your personal development while shaping your future. Draw a square on a sheet of paper. Divide it into quarters so that you have 4 squares. As you work through the following descriptions, draw small crosses in the boxes that represent your personality traits.

In the left top quadrant we have the ANALYTIC. Analytics love data, facts and figures, trends and statistics, graphs and charts. They create spreadsheets, monitor movement and are drawn to the sciences, finance, philosophy and music in their choice of career. Rational, systematic, logical and thorough are words used to describe them. These people are not known to start entrepreneurial enterprises on a handshake or take risks spontaneously. Life is a serious business and they tend to analyse everything. Sometimes cynical, they will vacillate and neither initiate nor reject a plan without agonizing deliberation. They often uncover every possible reason for failure and frequently tend to be somewhat pessimistic. Party late? No way! They need two or three stiff drinks before loosening up. Thank goodness for the analytic! They provide balance. Their ideas and thoughts enjoy thorough contemplation. Those of a different personality type regard the analytic's communication style as staid, sometimes boring. These are not animated communicators.

Remember your last visit to the bank manager for a loan? You felt intimidated by the gaze that said: "look what the cat dragged in!" Your application was mulled over, your "assets" dissected. You felt overwhelmed by the small print and legalese! Fond of technical terms, the analytic spouted words like collateral, securities, sureties, guarantees and indemnities all in one breath.

Often assuming back-office roles, the analytic provides research, development, auditing and monitoring functions. Analytics are invaluable in every organisation. Sometimes Analytics make it big and leave a lasting heritage. Giants among them include scientific and financial wizards, phenomenal philosophers and composers, people such as Albert Einstein, Bill Gates, Harry Oppenheimer and Johann Sebastian Bach.

The top right quadrant houses the BUREAUCRAT. They will quote chapter and verse, laws and regulations. Theirs is a world of policies, procedures

and standards. Mostly they do not make the rules, but enact and enforce the rules. You will find them in the legal profession, law enforcement, government and religion. Best described as official, (sometimes officious), authoritative, absolute, compelling, canonical, orthodox, traditional, conservative and conformist. The bureaucrat tends to be overbearing, demanding and inflexible. They are able to win over nations and gather dedicated followers. They are often masters of rhetoric, using wide sweeping gestures punctuated with hand and finger movements. Forceful communicators, they drive their message home with emotion and urgency. In a world of mediocrity, they make strong, decisive leaders. Extreme bureaucrats live in a world of either right or wrong; - they do not tolerate "gray areas". Consider the likes of Adolf Hitler, General Idi Amin Dada, Margaret Thatcher, P W Botha and the self-made magnate and South African rugby boss Dr Louis Luyt. Thank goodness for the objective bureaucrat! They too provide society with checks and balances.

During the early days of my first business I failed to file a timely tax return and made an appointment with the representative of the Department of Internal Revenue to discuss the matter. I was made to wait for hours. That made my blood boil. Eventually gaining an audience, I was informed that a penalty had been imposed and that I was in default of whichever section. I was confronted by a combination of the extreme analytic and a bureaucrat! What an unpleasant experience! One could have sworn that this rather insignificant amount was going to cause the country to slide into economic chaos. Well, the boorish bureaucrat in me was stirred by the experience. I stood my ground, ignored the intimidating atmosphere and discussed the matter in an equally bureaucratic fashion. I walked away without a penalty and with a 30-day extension! We had understood each other! Remember, I have toured the police force, explored the navy and held office in the church.

Now for the COMPASSIONATE. In the bottom left square we have the "people people", "tree and bunny huggers". The compassionate's communication style is generally softer, more sympathetic and considerate. They involve themselves with rights movements, conservation and freedom issues. You will find them pondering and advising on matters of the heart, soul and mind. The true compassionates are good counselors, politicians and clergy. They are great listeners, mentors and coaches. The "secondary" compassionate is usually in it for either profit or ego, not people or essence. Extreme compassionates are

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those who will sacrifice their personal ambitions in the quest of alleviating the plight of others.

Two compassionate movers and shakers - Mother Teresa and Nelson Mandela – are prime examples. In the international political arena, Mikhail Gorbachev and our own FW de Klerk are examples of compassionates who abandoned their political careers to free their countries from tyranny and bureaucratic bondage. Martin Luther King suffered the ultimate sacrifice for the courage of his convictions.

In the remaining square is the DEMONSTRATIVE. In commerce, you will find them in sales and marketing, advertising, professional speaking and entertainment. Others gravitate to politics, the arts, theatre, design and writing. They are generally outgoing, expressive, unreserved and unrestrained. They tend to be sociable, friendly, articulate and extrovert. They are of exuberant disposition. The Demonstrative is a taker of risk with little consideration for the outcome. They are able to conceptualize and create. They are imaginative and visionary. They ignore personal space and are effusive. The extravagant demonstrative makes the ideal fighter pilot, stuntman or adventurer. My own personality types fits this category, sometimes to my detriment. They need to be more analytical and compassionate and have to acquire these qualities. Mega demonstrative movers and shakers include Madonna, Walt Disney, Ernest Hemmingway and evangelist, Billy Graham.

It is important to be subjective; we cannot and should not glibly stereotype personality. There is no right or wrong. Everyone displays some of these personality types from time to time. However, it is relatively easy to identify the dominant personality type in yourself and others. These guidelines could be used when choosing a partner, (business or personal), when selecting employees or team members.

I truly wish that I had been aware of these elementary personal insights during my first marriage!

Consider the prominent personalities in sports, business, religion and politics and see how their personality type directed their successes and failures. Take a long hard look at yourself, your spouse or partner, peer, employee or employer. It will reveal their driving force and prepare you for future interaction.

On the score of communication, analytics are generally measured, quiet and unemotional, whereas bureaucrats are often bombastic, loud and rude. Compassionates tend to be soft spoken (like the analytic), but appear to have warmer natures. The

demonstrative, however, is generally very comfortable with crowds and functions best as the centre of attraction, often voicing their opinions without reserve.

I recently had an opportunity to make a presentation to a conference co-ordinating committee who wanted to select a motivational speaker for their annual event. On arrival I encountered another well-known speaker in the foyer, with a second making his pitch in the boardroom. The first exited with a glum look on his face and mumbled something about the committee being boring. My competitor entered next and emerged with a resigned look on his face. I however, had done some homework on the company and found out that the speaker the committee's previous event had been regarded as "over the top". I delivered my presentation as reservedly and respectfully as possible and was awarded the business. I was amazed that my peers had expected a rather conventional "Information Technology" company to buy their brand of "rah, rah". Don't get me wrong. Those who have heard me speak know that I can be very loud, especially after lunch when I enter the room on a 1500 cc Harley Davidson, wearing sunglasses and attitude! But as they say, adapt or die. Moreover, I was invited by my new client to do the "full-on showmanship thing" for their clients.

This brings me briefly to the next related aspect. That of leadership. The bureaucrat and the demonstrative might have the ability to conceptualize and create and take risks. But they struggle to follow through. They need the analytic or compassionate to complete the task; whereas the analytic and compassionate tend to be great thinkers but regularly doubt their ability to succeed. They, in turn, require a demonstrative or bureaucrat to sell their ideas, products, services; or validate their philosophies or concepts.

So who is right? If there is "a right"? I believe that no one is perfect. Perfection is relative. My understanding is that, those who elect to be and consistently display the characteristics of a mover and shaker are "right"! *I believe that it is not just a matter of tolerance, but making the most of and celebrating the range of personality types.*

As you embark on the process of becoming a mover and shaker and implementing change, your actions must be based on compassion and understanding. Meticulously avoid criticism, faultfinding or moaning and groaning, just because others are different to you.

With this in mind, I would like you to consider your culture, upbringing, background and physical and intellectual attributes. You are the sum of these

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factors. Likely to the point that your true nature and potential may have been obscured all this time. The exciting realization is that if you recognize that your personality hinders your personal development, you can change. I discovered my true personality and therefore, potential, during a course in Public Speaking!

I also realize that, to succeed and get on with people of different personalities, I must be flexible and adaptable. I have made a study of these personality types and am able “to speak their language”. I will probably remain a demonstrative while deliberately toning down my bureaucrat. I practice my analytical abilities and strive to express more compassion. Part of my personal mission in life is to “constantly evaluate and adjust my thoughts, emotions, behaviour and speech”.

This has enabled me to remain sincere when dealing with others. It has entitled me to feel confident whatever my audience or situation, and also grants me the right to like and respect myself, and never harbour grudges that may obstruct my personal aspirations.

CHAPTER FOUR - WHAT IS SUCCESS?

“Play to win, not to avoid losing!”

Roger Crawford - How High Can You Bounce?

Driving through affluent suburbs of major cities, we are amazed at the number of mansions with multiple garages, tennis courts, lavish gardens and private security. There are people who own a dozen cars, an ocean going yacht and a private jet.

We read about international film stars grossing many millions for their role in a blockbuster movie, of golf champions earning a million per game, of super models earning thousands per hour.

We are staggered at the numbers. It seems impossible that anyone could earn that sort of money. And yet they do. As a way of life...

We look at them and ask: “What about us?” We become obsessed with their wealth, thinking such wealth would make us happy, satisfied and successful. “Money can't buy you love, but at least you'll be comfortably miserable”, we joke.

We regard them as “the lucky ones”. We envy their success, but don't really understand what success is. I regularly ask people at conferences and seminars for their definition of success. Most people don't have one. I am always surprised at this.

Most compare themselves to others whom they perceive to be successful and arrive at a sense of failure. They admit to feelings of inadequacy. I want

to tell you that you are not a failure! You have probably never defined what success means to you!

I challenge you to find out what your definition of success is. Start by ranking the words that best describe your understanding of success. Allocate a number between 1 - 10. 10 being the highest. Feel free to add to the list below.

Balance [] Contentment [] Fame [] Fortune []
Generosity [] Happiness [] Health [] Influence []
Power [] Progress [] Recognition [] Satisfaction []
Sufficiency [] Stability [] Status [] Wealth []

Once you have done that, fill in the statement below. Please do it now!

I,
(Your Full Name)
do hereby declare that the following is my personal
definition of success:

SUCCESS IS

Signature

Signed at
on this theday of,
20

Did you complete this simple exercise? If not, please do so before continuing. The secret is clearly defining what you want from life. Let me give you some examples.

Some time ago, I visited a prospective client at a large engineering company in Cape Town. I was invited to take a seat while he finished a telephone call. I noticed that his office walls were adorned with fascinating family photos, covering anything from adventure sports to graduation pictures, all of which had a “family” theme.

I asked him about the gallery and he told me the story. After their wedding, both he and his wife sat down and asked the simple question: “What do we do with our lives?” Of prominence was the issue of family. They decided to devote their lives to their children. They would, he told me, be satisfied with

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one car, one bathroom and one garage! The remainder of their time and resources would be dedicated to providing their children with a stable home and the glorious adventure of life. Long before adventure sports had become the rage, they took their children river rafting, hiking, parachuting, scuba diving and flying. Proudly he told me that their son's last birthday before leaving home, was spent flying from Cape Town to the Drakensberg, on to Johannesburg and then back to Cape Town. And this with their son in the pilot's seat! This young man then went on to become a distinguished officer in the South African Air Force, their daughter a leading environmentalist, and the other a prominent educator. Tell me that this is not success! They had plotted the adventure of life and then pursued it with passion and dedication. They were movers and shakers!

On another occasion, I was presenting a training course at a well-known clothing manufacturer. During one of the breaks I was speaking to the training manager who told me of her empty life and unruly children. She spoke with emotion of her struggle to raise them on her own. She had done her best, but her efforts she said, seemed futile. I discovered she had never taken them to a museum, library or botanical garden, all of which are within an hour's train ride from home! The thought had never occurred to her. No plan!

I spent a diving holiday at a local seaside resort with my son. On the beach, I observed a husband and father devoted to his cellphone, the newspaper and talking to other beach-goers, but not to his family. Yes, he was with them, but he was strangely absent. What were his priorities? Is this success?

Let's get back to the issue of defining success. It never ceases to amaze me that people spend more time planning houses and holidays than they do their lives. I strongly urge you to design a definition of success – one on which you have consulted with your loved ones and those who you respect.

Take a weekend away every so often and refine your personalised definition of success. Write it down, post it in a prominent place, consult and pursue it relentlessly!

I realize that there are many distractions and obstacles. I passionately urge you to identify the things you would like to achieve and not muddle through life without ever discovering your vast potential. A simple analogy is that of the personal computer. PCs are rarely exploited to their full capacity. It takes dedication and perseverance to fully explore the applications. Once mastered, the lure of more draws

you to the computer store to buy the latest version. *You too, are unexplored territory with unexploited potential.*

It takes motivation, dedication, drive and ambition to get to know yourself, your potential and your limitations. Allow me to explain what motivation means to me. The word shares its root with other words. The “MOTI” of MOTIvation is also found in the word MOTIve. Having a reason, purpose or objective. If you have one, you will be more inclined to tackle life with enthusiasm. Furthermore, the root is found in eMOTIion. I discovered that, if I feel good about myself and my goals, I was energized and ready to get down to business. Conversely, if I feel lousy, life is a drag. So I simply decide to feel good! If tired or disappointed, I go out and find an activity or experience to stimulate me. Simplistic? Maybe, but it works for me. Then there is the word MOTIion. To me this is application, activation and progress. Simply put, this means I must get off my butt and do the things that need doing, pleasant and unpleasant. Then I discovered the same four letters in the word proMOTIion. The Collins dictionary defines the word as “to encourage the progress or existence of, to raise to a higher rank, status, position, etc”.

I came to realize that these words played a critical role in my enjoyment of life and the realization of my definition of success. They determine whether I get out of bed in a joyful and expectant mood or merely muddle through the day. They affect my attitude, my performance and my sense of achievement.

Movers and shakers – those who excel – share this mindset. They tackle life with tenacity and enthusiasm because they have a reason, a passion and a mission. They are constructive, positive and optimistic and are equipped to handle crisis.

I spoke to a young entrepreneur who started a laser game operation in Port Elizabeth. After investing more than close to a million rand in this operation, he discovered that it didn't – and wouldn't – work. At that stage he still owed about half a million rand, but when spoke to him, I found he had the attitude that: “So, it happened. But I'll pay it off. In the meantime, I'll carry on with my life”.

Unfortunately, when a crisis like this happens, many people lack a definition of success and the appropriate coping mechanisms. Financial ruin, divorce, trauma, or losing a job – whatever it is, movers and shakers seem to be able to handle it. They have a mission!

The Zen Buddhists have a doll called a “Daruma”. Similar to the Russian Babushka in appearance, but it

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has “a rounded, weighted base. The philosophy is: “You may strike me over seven times, but I will stand up an eighth”. It is encouraging that even though life appears unbearable at times, we have the ability to stand up.

Furthermore, the Daruma has no pupils, and has a small hole in the head. Once you have discovered your purpose, mission or calling in life, however simple, you write it down, roll it up and pop it into the head of the doll. Only then are you allowed to colour in one of the pupils. The doll has the face of a warrior. Assertive, maybe even somewhat aggressive, it remains a constant reminder of your purpose. You are encouraged to take it with you, put it on your desk, in your briefcase, on your fridge, on your bedside table. Only on satisfactory completion of the objective, you colour in the other pupil, determine another goal and start again with another doll. Your collection becomes a testament of achievement and progress.

In sports orientated cultures, we hear advice from people telling us to “bounce back”. Consider the philosophy of these “ball” metaphors. They serve to remind us to get on with our lives, even when there are low times. Like “keep the ball rolling”, “keep the ball in the air”, “pass the ball” and “have balls”. I like “playing the ball and not the player”, “the ball is in your court” and “keep your eye on the ball”. In his book “How High Can You Bounce?” Roger Crawford encourages others to “play to win, not to avoid losing”. None of this “winning isn’t important stuff”. Remember, only the winners get rewarded.

The entrepreneur, Tony Factor is a prime example of a mover and shaker. A Daruma. He was criticized, faced enormous challenges and hurdles, displeased the establishment, but would always bounce back. Throughout his life, he was a remarkable model resilience - of how to triumph even when the odds were against him. He was a man with a mission.

The founder of YWAM (Youth With A Mission) - the Christian youth organisation, Loren Cunningham, is another man with a mission. He is one of the world's most widely traveled people, having visited all 243 countries, territories and independent states and 160 dependent states or remote islands of the world in the quest to fulfill his Christian mission.

So many people seem to lack purpose or direction. They ask, “What is the meaning of life?” They agonise over the question, and ask: “Why am I here?” The real question, I believe is “How do I find my mission or passion?” The answer is purely personal. You have to work at it until you define your purpose. Here is a simple way of starting the process. It worked for me. I

am not a “lists person” and needed something more graphic.

Use two sheets of paper. On both, draw the outline of an identical “gingerbread” man. Entitle the one “CONSTRAINTS TO SUCCESS” and the other “CAPACITY FOR SUCCESS”. Using only key words, jot down all the things you regard as hindrances or constraints to achieving your definition of success around the drawing. Own up to what you do not like about yourself and the things that make you miserable. Add to that the qualities your staff, friends, colleagues and children do not like about you. Identify the characteristics that are destructive to your relationships, health and mental well being. Freely admit them. It may be uncomfortable, but I urge you to do it. You can always burn the sheet later!

Then, do the exact opposite on the other sheet. List your strengths and capacity for success. Look at your past achievements, likes and interests. Ask yourself, what you enjoy, what makes you and others happy? What produces smiles? This may range from spending time with loved ones to funding hospitals for the underprivileged.

Study the results and then decide which of the constraints to address, and systematically go about altering them. If you feel that nothing can be done about them for now, focus your energy on your strengths, the things you enjoy, are good at or have excelled at in the past. Be creative. It may be better not to dilute your energy on the shortcomings for a while and concentrate on your abilities. When doing this exercise some time ago, I assumed the position of: “Who would I like to be if money and time were NOT a constraint”. I became really creative and a profile of the person I wanted to be emerged. The task took only four casual sessions and I had lots of fun. I revisit this image regularly to update it.

Recognize that the process may take some time. Start with the steps you are most likely to succeed at, moving on to the more difficult issues when you have proved to yourself that you are capable of change. Remember, a small difference makes all the difference!

The Reverend Jesse Jackson said “Nothing about our faith makes us pain-proof. It does hurt. It does make us cry. And we must dry our eyes and continue until our work is done”.

Now copy the key elements on your “CAPACITY FOR SUCCESS” sheet and fashion your own personal “Mission Statement”. Please note: These are not goals, but your personal ambitions. It could look something like this:

PERSONAL MISSION STATEMENT

I,declare that my mission in life is to:

- be a role model
- realize my dreams
- enjoy the gift of life
- be a balanced individual
- make a substantial contribution
- and I want to be the very best I can be

Have it professionally framed and hang it up on your wall. Paste in into the front of your diary, put it on your bedside table and carry a miniature version in your wallet.

Whenever you are feeling down, look at it and tell yourself “This is why I’m doing it!”

If you start with a simple mission statement, you can develop it over of time until it reflects your innermost longing to be a fulfilled person.

This exercise always has the most amazing effect on me. It re-aligns my attitude and confirms my purpose. I fly a great deal and spend many hours in airports, aircraft and hotel rooms. When I question whether it wouldn’t be easier just to stay at home and have a regular job, my personal mission statement refocuses me and gets back on track!

If you have no clue as to your purpose in life, make discovering your mission, your mission! Companies have value, vision and mission statements. So why not you? Why be a victim of circumstance with no control over your destiny? Start on that mission statement now!

CHAPTER FIVE - DEVELOPING A WINNING ATTITUDE

“Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude”.

Thomas Jefferson

When asked for a “formula” for success, I quote the acronym KSA. It describes three principal elements for a successful life. If diligently applied, they will assist you in securing a successful and fulfilling career and relationships. If ignored, they can be destructive! I must stress that this is not a simplistic formula. This applied principle will change your status from

spectator to participator, from being motivated to being activated!

It's all a matter of choice! Choice is what separates us from the rest of God's creatures. We have options. Life presents us with many choices ... if you don't like something, you can change it. Politics, partners, careers, lifestyles, religion, beliefs, habits and attitudes. You have choices. From appearance, clothes, hairstyles to physical condition. You choose. If you don't like your name, you can change that too! Some choices are difficult, yet others are so easy. Let's focus on choosing and changing your attitude.

Attitudes, you will recall, are linked to emotions, and emotions affect behaviour. In the quest to become a mover and shaker, it is vital to review your state of mind, your beliefs and your predominant attitude. Ask the question: “What makes movers and shakers great? William Shakespeare once said, “Some are born into greatness, others have it thrust upon them”. I would like to add: “.... and others choose to be great!” This is evidenced in the sporting and business arenas. Some people have boundless talent but bankrupt attitudes and never “make it big”. Others have borderline talent and bountiful attitudes and make it all the way to the top!

So, what is attitude? It is a mixture of emotions and effects, values and viewpoints, bearing and behaviour, integrity and individuality. A representation of your psychological make-up. It's a state of mind – the way you think about and the way you look at things. It is you! After all, you are who you believe you are! *Attitude is the key to triviality or triumph!*

By determining whether your ruling attitude is right for you, your loved ones and your career, you will influence your future significantly. Your attitude triggers the very laws of nature. If brought to bear, they provide momentous outcomes. If contravened, they have disastrous consequences.

Let's explore these opposites. Take two magnets. We know that they can be used in two ways. The natural laws dictate that they either attract or repel. There are forces of positive and negative involved. Use them as you see fit. By employing the force of repulsion, engineers create electro-magnetic fields to make trains hover and speed along with little or no friction. By altering their position and using the force of attraction they pick up metal without slings or hooks!

Similarly, there are the laws of attitude. Constructive or destructive. Positive or negative. Optimistic or pessimistic. Neither right, nor wrong, they can be used or abused!

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People fatalistically talk about destiny and fate, and of course there are external influences over which we have no control. I am, however, talking about choice. Dynamic choices that will make you extraordinarily successful. If ignored, they will result in disappointment, adversity and obscurity. This is the law of failure and success, mediocrity and magnificence. Take a closer look:

- K – Knowledge
- S – Skill
- A – Attitude

KNOWLEDGE. There is a cliché that says: “Knowledge is power”! Really? I want to add: “Passive knowledge is powerless”. Without knowledge you cannot expect to grow, develop or reap the rewards. It is said that technology doubles in power every eighteen months and that information doubles every five years. So if we are not expanding our knowledge base at a similar rate, we are actually regressing! So get knowledge. Lots of it. Start a disciplined programme of discovery. Go on short courses; listen to audiotapes and CD's and watch educational videos. Read at least three to four books on beneficial subjects each month. Search the World Wide Web for knowledge. Become familiar with the market place, the economy and your organisation's products and services. Acquire contemporary knowledge on your specific discipline or areas that interest you. Keep it up to date. Get knowledge, both general and specialist. Scan the second-hand shops for books and tapes that others have discarded and find out how the movers and shakers achieved their dreams. Borrow material from the library, your friends and training department. Seek out fresh information and stimuli. Knowledge fuels imagination and imagination fuels ingenuity.

Peter Daniels, the Australian multi-millionaire and philanthropist as a young man struggling to break out of his predicament, read and read and read! As a construction worker with a below average aptitude, he taught himself to read, speak and think by reading dictionaries! He forced himself to read. Everyday. He would study self-help principles instead of reading the papers or watching TV. He was fascinated with the question: ***“What makes great people great?”*** and read over 4500 autobiographies on great leaders and innovators. He became familiar with law, relationships, finance, health, philosophy, science and personal growth. He learnt how to speed-read, how to listen actively, how to memorize vast quantities of

information and more importantly how to recall and use the information. As his knowledge grew, he would question others and find out what they knew. Peter Daniels was no different to you and me. He merely realized that knowledge is a key to a successful attitude.

SKILL. Skill is the competent application or activation of this knowledge. I mentioned that “passive knowledge is powerless”, therefore the next step is identifying the skills most needed in your quest to become a macro mover and shaker and applying these skills passionately. Set the goal of becoming highly proficient. Some may be technical or “hard” skills such as mechanics, electronics, driving, flying, surgery or computer literacy, while “soft” skills like writing, composing, programming are of an intellectual or mental nature. Communication, negotiation, conflict handling, persuasion and public speaking are all “soft” skills.

By the way, in almost every instance “great” leaders were also great speakers. Inevitably, everyone has to speak in public at some time. It is a skill that you can acquire and refine. Once you have mastered the skill of public speaking, you will be more competent and confident than your peers. You will be able to convey your thoughts effectively. Personally, I firmly believe that speaking in public is the number one confidence builder. Nothing in my life has given me more confidence than the ability to speak in public.

These skills are quantifiable. Let's look at selling skills as an example. Most people say that they are not sales people. Wrong! Everyone sells all the time. You have to persuade people, convince them, and cajole them – whether at work or at home. You have to sell yourself, ideas, concepts, philosophies or even second-hand goods. We have to be “sales people”.

What about negotiation skills? You need to negotiate with bank managers, employers, colleagues, clients, friends and family. These are skills everyone needs to perfect. Conflict handling is another critical skill. We are all faced with conflict from time to time, whether at home, socially life or in business. Remember, as you acquire these skills, you become smarter, self-assured and successful. You can be great! It's your choice. Do it now!

ATTITUDE The Big A. You have to have it, and then some. We often hear people speaking of positive or negative attitudes. Your choice of attitude will affect the quality of your life immensely. Moaners and groaners with “negative” attitudes do a major disservice to themselves and those around them. We know that pessimists are prone to sickness, loneliness,

depression and gloominess. On the other hand, isn't it remarkable how movers and shakers who have a disability or suffer from a terminal illness lead full lives, experience healing or bear their affliction with the most astonishing strength.

So, adopt an attitude that is optimistic, constructive, encouraging, energetic and edifying. One where you embrace the unshakable belief of "I can and I will", where "Nothing is too hard or unpleasant". The attitude of a champion. One where, "If you don't a first succeed, try and try again" and "If at first you do succeed, attempt something more ambitious". ***Recognize that failure does not mean you have missed the boat – it's just one step closer to success!***

Stories abound of numerous movers & shakers who persevered in the belief that they would succeed. Thomas Alva Edison, conducted over 1000 light bulb experiments before he succeeded in 1879. From an early age, he was curious about the world around him and always tried to learn through reading and experimenting. Cited as the greatest inventor of all time, he registered some 1093 patents during his life! Edison was quoted as saying, ***"Genius is one percent inspiration and 99 percent perspiration"***.

This extract from the best seller, "The quick and easy way to effective speaking" authored by Dale Carnegie, says it all: "A young man who aspired to study law, wrote to Abraham Lincoln for advice. Lincoln replied: "If you are resolutely determined to make a lawyer of yourself, the thing is more than half done already.... Always bear in mind that your own resolution to succeed is more important than any other one thing". Lincoln knew. He had gone through it all. He had only one year's schooling. And books? Lincoln once said he had walked and borrowed every book within fifty miles of his home. A log fire was usually kept going all night in the cabin. Sometimes he read by the light of that fire..... He walked twenty and thirty miles to hear a speaker and, returning home, he practiced his talks everywhere - in the fields, in the woods, before the crowds gathered at Jones' grocery at Gentryville; he joined literary and debating societies in New Salem and Springfield, and practiced speaking on the topics of the day. Abe Lincoln became the sixteenth president of the United States".

There is, of course, an extensive middle ground. Somewhere between optimism and pessimism. It is an attitude called realism. People who fall in this category are often easily swayed by circumstance. If they are winning, they are highly motivated. However if their situation changes, their attitude changes. We see it so often in the world of sport. Spectators revel in the

goals or points scored, but when the tide turns, they become nasty and insulting!

I am well aware that there is crime and that our health, education and welfare systems are under enormous strain, so I ask myself: "What can I do about it?" Instead of moaning and groaning, I look for a way to make a difference, like adopting a police station and regularly providing them with simple things like tea, coffee and milk!

When you find yourself feeling disappointed or down, create an empowering situation to counter and challenge the feeling. At the same time, you will be making an enormous difference to the lives of others as well. How about befriending your local emergency department, school or crèche and helping out whenever you can? Visit the AIDS babies at your local hospital and pass your love around. There is so much you can do!

Now, ask yourself how many people you regard as successful have a lousy attitude? I can't think of any. Even Louis Luyt, the ex-rugby boss and fertilizer magnate, who while seen as arrogant, strongly believes in himself and his abilities. He is now a member of South Africa's parliament!

When you look at some 95% of the population, you realize that they are largely pessimistic. With the coming of the first South African democratic elections, some politicians advised their followers to go into their gardens, dig a shelter and cover it with corrugated iron and sandbags. They then told them to buy a short-wave radio and stock up on paraffin, candles and canned foods. They urged their supporters to hide. They believed there was going to be death and destruction, pain and suffering. They were being "realistically pessimistic".

Figuratively speaking, some are still hiding in their burrows, waiting for word that it is all right to come out again. If you find yourself in a trap set by your parents, society or your circumstances, here is the good news. You can come out now. You have permission to lead an abundant life, have loving relationships, revel in your work and leisure time and have the things that you want. It is not too late to do so. Forget the excuses, the rationale and the justification. ***Grab life and the circumstances with both hands and live!***

So, it's really a question of choice – to be an optimist or a pessimist, a mover & shaker or a moaner & groaner. Choose now.

Develop a sense of being delighted with your ruling attitude. Modify it to be constantly constructive, confident and self-assured. If you happen to be in management or in your own business, change the

attitudes of those who work for or with you. Assist them to see the organisation and their position as being part of a winning team. Show them they are associating with conquerors and that they are serious contenders in the game of life.

As we explore the realm of attitudes, we discover that they fall into four main areas. There is the arrogant and aggressive, the confident and constructive, the neutral and indifferent and the depressed and despondent. All of these can be nurtured into well-rounded, healthy dispositions.

Philosophers and writers refer to attitudes and potential as acorns. A hole is prepared and fertilized, the seed planted and the resultant sapling protected and nurtured. It is pruned, fed and ultimately it grows into a great oak. You should never see yourself as a cypress – graveyard decoration, living for 60 or 70 years and then dying. Dr Martin Luther King said: *“Even if I knew that tomorrow the world would go to pieces, I would still plant my apple tree”*. See yourself as an oak tree. It lives for hundreds of years and leaves a legacy, with the fine wood being turned into furniture, carvings, yachts and building material. In a sense, it keeps on living.

Of course, you need to nurture your acorn to become the oak you want to be. There are two ways of doing this. Fertilizer will cause your self-esteem to flourish and grow. Exceptional attitude food includes anecdotes, books, tapes and videos of people who have accomplished. Feast on tales of those who have risen above the circumstances and start to emulate them. You have so much to contribute!

“Sewage” will have the opposite effect. It will stunt your spirit and self-belief in the same way that raw sewage will neutralise the tree's potential. Moaners and groaners often feast on doubt, pessimism, suspicion, cynicism and skepticism. Avoid sewage like the plague!

If you magnify your self-worth, you can get it to produce incredible results for you. If you choke it, it will become your enemy.

Check whether you have a real desire to touch people's lives and achieve your dreams. Desire is the driving force behind achieving a full life. Movers and shakers have an extraordinary drive to lead an exemplary life. They match that with passion and courage. Passion is the fuel to outstanding performance. It ignites dreams and adds meaning to life.

Ralph Waldo Emerson said: “Whatever you do, you need courage. Whatever course you decide upon, there is always someone to tell you, you are wrong. There

are always difficulties arising, which tempt you to believe that your critics are right. To map out a course of action and follow it to the end, requires some of the same courage which a soldier needs”.

The ongoing challenge, is to develop a macro mover-and-shaker attitude. See yourself as a winner, conqueror and champion. You are precious, special and remarkable. You have a story to tell, skills to share, encouragement and love to give. Embrace this truth. Celebrate it and continue to grow.

CHAPTER SIX - THE POWER OF PURPOSE DRIVEN PERCEPTIONS

“Attitudes create our reality, a mysterious force for good or evil. Master them and you will have an ally for life.

It is said that there always are always two sides to a story. That means two truths! Yours and mine! And of course we can always prove our point! After all, we usually have historical, emotional, documentary or scientific evidence! And if that is not enough, we tend to have this “gut feeling” that we are right regardless of the other person's point of view!

So which is the “real” truth? This depends on your evidence or feelings. For instance, a personal pet peeve. There are always “too” ways of viewing it. Too hot or too cold. Too dry or too wet. Too windy or too still. That is the trouble with perceptions. The more evidence you have of supporting your viewpoint, the “righter” you become. El Nino, Green House and the threadbare “I saw it on TV or a Website” prove we are right! On the other hand, those who dare to challenge the norm are branded as heretics, politically incorrect or just downright weird!

Remember it took loads of money and effort to program, inculcate, brainwash, indoctrinate, condition, mold and form your standpoint. Your perceptions are shaped by external influences over many years by your school, family, church and culture. Most parents bent over backwards to indoctrinate their offspring. To get us to fit in. They taught us to get a good education, a secure job, find a partner and marry. They educated us to get a mortgage, apply for loans and teach our children to do the same. They taught us not to take risks, take one holiday a year and not to rock the boat. They taught us that life was tough and that suffering was part of the deal! They implanted principles like “children will be seen and not heard” and “do not question your elders or superiors”.

They lovingly implanted insecurities, inadequacies, intolerance and imbecilic notions in our heads and

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hearts! But they were not alone. Let's not forget the multi-million rand advertising campaigns and communications mechanisms that have pounded us with half-truths and "still believe us anyway" messages!

After all, what did you have as a frame of reference? They were right and you were wrong. They affirmed that it was totally acceptable to work a 45-hour week for 45 years, just to live on 45% of your previous income in retirement. They reinforced that the poor get poorer and rich get richer. They showed scant respect for some and reverence for others! And they did this all in the name of love. They did not know better. They had been taught the same thing. And from all this we developed our characters, adopted our belief and values system and created or destroyed our hopes, dreams and ambitions.

In the absence of anything else we adopted and cherished these "truths" with faithful fervor. We want answers, a belief system and opinions on the four great points of argument, debate and humour: Politics, Religion, Race and Sex!

So we develop our perceptions of these issues based on the depth of our understanding. We adopt a viewpoint and fix our attitudes like bayonets, gather into defensive groups and live or die by our personal truths. And we all know what happens next: intolerance, bigotry, prejudice, fanaticism, narrow-mindedness, dogmatism, racism, sexism, discrimination, nepotism, sectarianism. We are right, and everyone else is wrong. Our perceptions become our reality.

But maybe the formation of your perceptions or beliefs were not as premeditated as all that. Maybe it was a loved one, someone you trusted, revered or feared who, at an impressionable age told you that you could or couldn't, would or wouldn't, were or weren't worth anything.

Maybe they told you that you were not as clever as your brother or sister, cousin or friend, or you were ugly, lazy, stupid or dumb. And then you went and proved it to yourself. A self-fulfilling prophecy. You failed! Your cerebral certificate said that you are a failure, and you mounted it on the wall of your mind as proof that you are not one of those who could believe, achieve and receive!

Everyone I encounter has been shaped in some way by these "prohibitive perceptions" and "limiting beliefs". Some in a minor way, and others in a severely incapacitating way designed to suffocate potential. Some compound these perceptions and prove their "mentors" right by surrendering to the

perceptions, and they enlist in the camp of the moaners and groaners. They convince themselves that they are incapable of success, unable to win, powerless to change their circumstances, incompetent in the arena of life, helpless to do anything right, unfit to walk on the face of the earth, unworthy to acquire prosperity and ineligible for victory. They have no self-esteem. They lose hope and merely exist.

On the upside, most movers and shakers who have embarked on innovative action, concepts or programmes have failed at some or other time! The difference is, they recognized and acted on the principle of the Daruma! They stood up and gave it another shot and possibly floundered and flunked again. They were confronted with the opportunity of accepting the prevailing prohibitive perceptions and giving up, but had the good sense to realize that they could either change the way they thought, their direction, or the way they were doing things. Surprise ... they succeeded!

"So what can I do about my prohibitive perceptions" you might ask? "How do I know if my attitude is healthy and beneficial"? Well, the answer to the question is simple. Challenge and change them! Change, modify, alter or shift your mindset, your viewpoint and your perceptions. Reject the old limiting thoughts and replace them with "de-limiting" standpoints, perceptions, beliefs and attitudes. Start by asking whether your prohibitive perceptions are limiting your growth and success. Do so by inserting each one of the 13 categories in the following question:

"Do my present perceptions of my hinder me in any way in my quest for personal victory and success?"

- Academic ability
- Career capacity
- Emotional efficiency
- Family background
- Relationships resources
- Financial fitness
- Mental might
- Organisational opportunity
- Personal passion
- Physical possibility
- Political partiality
- Social sympathy
- Spiritual sensitivity

If you answered "yes" to any of the above, you have something with which to work. You recognize

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that there are areas and perceptions that can or need to be changed. Great!

The next step is to accept that change is possible. People, politics and organisations do it all the time. Whether it is the perception you have of yourself or the perceptions that others have of you. They can change. In his book, *Russian Heroes*, veteran psychologist and prisoner of war Viktor Frankel put it beautifully when he said: "We who lived in concentration camps can remember the men who walked through the huts comforting others, giving away their last piece of bread. They may have been few in number, but they offer sufficient proof that everything can be taken away from a man but one thing: the last of the human freedoms - to choose one's attitude in any given set of circumstances, to choose one's own way". The liberty to change our perceptions and attitudes is ours.

Remember the Greenpeace movement from the sixties and seventies? Its supporters roared around in dinghies, decrying the killing of the whales, seals, dolphins and turtles. They chained themselves to ancient trees and splattered the wearers of fashionable fur with red paint. They petitioned, paraded, blockaded and demonstrated. Most rejected them as part of the "the fringe". The loonies! Their strategy was to seek out opportunities of maximum publicity, attracting the press like flies. Slowly perceptions started to change. The mainstream media picked up on the message and potential for greater publicity. The vital message started filtering through. More and more people started accepting their point of view. It became fashionable to be "into conservation". Ecology issues were included on broader political and economic agendas. Governments and major corporations saw the opportunity for greater positive promotion. Oil and energy corporations started taking responsibility and slowly the perpetrators became the protectors. They developed environmental policy. So with concentrated diligence and determination, Greenpeace changed perceptions.

You can change your personal perceptions as well! Perceptions are a cognitive belief, an outlook, a perspective, a slant or a viewpoint. They come from accumulated observation, insight and wisdom. In short, they form the basis of your understanding and attitude. They guide the process of discernment, discretion and common sense. They fuel thought, intuition and intelligence. They offer alternatives. In times of devastation, some see despair while others see opportunity. It's the way we look at things.

Attitudes create our reality, a mysterious force for good or evil. Master them and you will have an ally

for life. This simple truth is to be grasped and cherished. The benefits are enormous! To you, your community, company or family. Imagine if everyone shared the belief that perceptions can be modified constructively and conscientiously went about remodeling them. Suppose everyone embraced this knowledge and actively adjusted attitudes about work, leadership, products, brands and beliefs. Consider what would happen if you re-engineered your personal perceptions and attitudes about your life, abilities, talents, skills and the opportunities that await you?

Visualize what will happen when your group is firmly persuaded that they are part of a winning combination, formula or team. When they are alert to opportunities, fight like gladiators and take setbacks in their stride. Observe what happens when people burn their bridges or ships in the belief of their greater cause. Victory!

Their conviction reinforces their strength, gives them courage and "superhuman" abilities. Vanquished nations are frequently conquered not as a result of a military advantage, a greater fighting force or the advantage of higher ground, but as a result of a lack of morale, esprit de corps, co-operation, fellowship and resolve.

The confident change and consistent awareness of a revitalized attitude brings about a sense of belonging and purpose. Individual and collective perceptions are incredibly powerful. Military structures, colleges, religious organisations, secret societies, clubs and gangs all provide this sense of purpose and belonging. Greater recognition, responsibility and accountability go with promotion. Rank, hierarchies and access to the inner sanctum are designed to give the individual a sense of belonging. Understand that their primary mechanisms of motivations are based on the three great motivators: respect, recognition and reward.

Americans created the "American Dream". They assembled a powerful perception that "all good things come from America". Everything is bigger, better, smarter, freer. Emigrants sailed for the shores of the New World. They bought into the dream, sacrificed their homelands and mother tongue and helped create the most powerful nation on the face of the earth - the land of the free. They swore an allegiance to the flag and the constitution. They bought into the perception that they are the best!

Consider any aspect of your life. Consider your perceptions and attitude towards your potential, ability, competency, genius, capacity, talents and skills. Having identified those perceptions that can and should be developed, you can now embark on the adventure of

renovation. The Chinese have a saying: “The best time to plant a tree is 25 years ago. The second-best time to plant a tree is now”. *There is no better time than now to reject those limiting beliefs and replace them with positive empowering perceptions.*

CHAPTER SEVEN - EMPOWERING PERCEPTIONS

“It is not whether you believe you can or can’t. It is a matter of whether you will or won’t!”

How do you create a permanent personal empowering perception? You may be thinking “I tried, but failed”. You may be conscious that in the arena of personal finance, relationships, health and career, things went wrong. So? Welcome to the human race! While this may be true of the past, it need not be so for the future. You can change that limiting mindset. It’s okay to make mistakes. That’s human nature. That’s why pencils come with erasers. The difference is some decide not to repeat the blunders of the past! Notice the massive difference between someone who says: “I failed” and one who says: “I’m a failure”.

Instead of hopelessness, develop an attitude of expectancy. Instead of desperation, an attitude of anticipation. Instead of depression, a disposition of cheerfulness. Remember, it is matter of choice, not chance. All it takes is a sincere desire to change, and perseverance! Given the fact that our “prohibitive perceptions” took decades to take shape, it will take a while before we can declare our attitudes “permanently modified”. Here are four proven ways of renovating perceptions.

1. Change how you listen
2. Choose your responses to your experiences.
3. Control your emotions.
4. Challenge your thoughts and beliefs.

CHANGE HOW YOU LISTEN

Let’s start with the Number One influence that shapes our perceptions. Earlier, you read how others could bolster or damage your self-esteem. Now is a good time to learn from the movers and shakers. Consciously accept or reject what you hear. Movers and shakers do! All the time. Decide if the information will influence the outcome of your personal mission. If the information is not constructive, reject it.

Filter everything you hear. Make a deliberate choice to take possession of those things that are beneficial and uplifting. Avoid everything that destroys, disillusion or denigrates.

Let me give you some examples. There are many things that have been said that are just not true. They are fabrications of overactive imagination or biased perception. All too often people say things like “All ... are thieves”, or “It’s no good” or “You’re no good”, or “You’re not capable” or “You can’t do that” or “You’re the black sheep of the family”, or “You’re a failure!” Bla, bla, bla! Recognize any? Frankly, don’t believe and receive them!

Secondly, tune into the wise. There are many people with constructive advice, insights and wisdom. Find yourself a role model, living or dead. Apply what they have to say and the lessons they can share with you. Allow me to say it again. Wisdom and ideas can be found in an infinite number of books, tapes, videos and CD’s.

Thirdly, learn to accept compliments. Not easy for some. You may have been taught to view compliments with suspicion, but train yourself to respond with a hearty “thank you!” If you suspect the sincerity, treat the compliment as a form of praise and allow it to work for you. It takes seven constructive compliments to undo the damage of one negative criticism. You need to listen vigorously for compliments and when one comes along, recognise and accept it. Allow the compliments to heal the sarcasm, backbiting and criticism of the past.

In the early days of appearing on radio, someone suggested that I had “a huge ego”. In a split second I realized that this was actually a compliment. My response? “Thanks!” The reason for my response was that, for some years, I had been nurturing my ego and enjoying the confidence it brings. I could have accepted their criticism and allowed it to negate my attitude, but chose not to. A healthy ego is good, as long as your ego doesn’t have you! On the score of criticism, learn to accept it graciously. Critique is a wonderful way of discovery. The problem with criticism is often the delivery.

Your mouth is about seven centimeters from your ears, so you have to be very, very careful about what you say about yourself, whether privately or publicly, true or untrue, empowering or degrading. You are your own captive audience!

Few people realize just how often we call ourselves a klutz, fool, idiot, loser, jerk, and imbecile.... I often encounter people who have absolutely nothing good to say about themselves. They are quick to run themselves down, declare themselves failures, that they will never amount to anything. Nonsense!

Learn to boast about yourself! Admit that you are great at certain things and absolutely fantastic at others.

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Without being obnoxious or arrogant, learn to express the constructive truths about yourself publicly.

Lastly, audibly undo decades worth of damage and negative input by exterminating the dubious data in your subconscious by consistently listening to uplifting material for 15 - 30 minutes each day! Reprogramme yourself. Reprogramme, reprogramme and reprogramme.

CHOOSE YOUR RESPONSES

Your experiences and upbringing affect your attitude. Some experiences may have been abusive – physically, mentally, sexually, emotionally, even spiritually. Other experiences were life-changing or uplifting. Some were chosen, some incidental. Often they make us skeptical and cynical. Sometimes they give us hope and build our faith. It is really a matter of how you respond. Consider the Daruma. It responds by standing up. Again and again and again! To the Daruma, it is no longer a choice. It has become an automatic response.

“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself: “I lived through this horror. I can take the next thing that comes along. You must do the thing you think you cannot do”. Encouraging words from ex American First Lady Eleanor Roosevelt.

Allow me to tell you the story of one of the most remarkable people I have ever met. It is a story of extreme bravery, dedication and the will to live life to the full. A story of overcoming the odds. A story of never giving up, of excelling in the face of incredible adversity. The story of a real-life Mover and Shaker. Meet Mandy Latimore.

Mandy's sense of adventure and independence came from the caring guidance of her parents. When wanting to take up riding, they insisted that she had to buy the horse. The day she gave up the sport they said, they would sell the horse. She bought a horse, pursued the sport for a while, gave it up and they sold the horse.

Then there was the desire to enter the exclusive domain of men. Moto-cross was not something that girls did. She did – and excelled. At that sport and about 20 others, attaining national colours for two of them.

Scuba diving? As a young woman she was her father's diving buddy at a time when most people were still scared of sharks or merely dreaming about swimming with dolphins. Wanting to work on medical rescue helicopters – she became a nurse. Always pushing the edge of achievement, she explored her

abilities, fears and limitations. She even took up mountaineering.

Mandy was living life to the full when a debilitating incident occurred. However, her coping mechanisms were already in place. An incident during an outing in the Magaliesberg was to change her life at the promising age of 19.

A traumatic fall resulted in the dislocation of her spine and the subsequent loss of the use of her legs. But that didn't stop her. It merely changed the way she got about – not her zest for life. Her rehabilitation took only two months as opposed to others' six months. The day she was discharged from hospital she decided not to become part of the “disabled brigade” but to remain in the mainstream of life.

She focused her energy on changing the thinking of bureaucrats, architects and facility owners to cater for the needs of her peers.

Mandy doesn't give up and her vibrant personality exudes confidence. During an interview she told me of her passion for navigating for rally drivers and her love for diving among the ragged-tooth sharks at Aliwal Shoal on the Kwa-Zulu Natal coast, and water-skiing. Water-skiing?

Mandy, I discovered, pioneered the sports of scuba diving, para-sailing and water-skiing for the physically challenged in South Africa. She continues her life of adventure and international travel. Now in her late 30's, she drives a 4x4, plays tennis, coaches aerobics, and goes bungi jumping. She told me that in a practice session she rediscovered her talent for swimming, bettering the world record for the 400-metre backstroke three times! Mandy Latimore was on her way to the Barcelona Para-Olympics Games! At last she was going to compete internationally.

But this was not to be ... Her dreams were dashed when a drunk driver skipped a red light and smashed into Mandy's car. She landed up back in hospital, this time having lost the use of her left arm. Acupuncture, physiotherapy and her will to recover helped her through this tough time.

We spoke of relationships, value systems and dreams. I looked for signs of bitterness and regret and could see none. Nothing seems to hold her back.

Liked the Daruma, she has chosen to bounce back. She told me of meeting the man of her dreams, Welsh rugby player and commercial scuba diver, Steve Williams. He was to become her soul mate and fiancé. They dreamed of operating a dive charter operation up the East Coast of Africa. He returned to Great Britain to earn pounds to buy the specially equipped catamaran, but never returned. Steve died tragically in

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an accident just days before returning to their life together.

Surely that was the last straw! Most of us would have thrown in the towel at that stage. Not Mandy. She described how this tragedy was harder to cope with than any other catastrophe in her life, how she was tempted to give up and how life lacked any further meaning. But Mandy Latimore is a Daruma.

Looking me straight in the eye, she told me that there was “so much more to do”. Other men have come and gone. The knowledge that she may never have children or a life-long partner simply make her more determined to live a full life. She wants to head her own business again, complete her studies in sports science and finish building her airplane! Mandy and a quadriplegic friend, an ex South African fighter pilot, are planning to be the first disabled pilots to fly to Oshkosh in the United States for the annual 2,800-strong Experimental Aircraft Association Air-Venture Show.

Mandy is such an inspiration. Living proof that, if you have a positive attitude, a never-say-never outlook, and a desire to live life to the full, you will earn your place in this paradoxical world.

Whatever your challenges, physical, emotional, financial, mental - you have the potential to scale the mountain and become a mover and shaker. So, make the decision not to moan and groan about your situation. Do something about it! Instead of focusing on all the negative experiences, go out there and look for things that are constructive and uplifting. Experiences which leave you thinking: “If I can do that, I can do anything!”

CONTROL YOUR EMOTIONS

Do you recall our discussion of the letters MOTI, in MOTIvation, MOTIve, MOTIon, proMOTIon and eMOTIon? We discovered that if we felt good, we were energized and ready to get down to business. Conversely, if we felt lousy, we were not thrilled with life and felt that everything was a drag.

The way you respond to your feelings is a matter of choice. So decide to feel great all the time. This requires a persistent resolve to feel good about life, others and the opportunities life presents.

As you are aware, your emotions can be altered by neurochemical imbalances, or by induced substance. My years in the drug squad brought me to the conclusion that mind or emotion altering substances should be avoided at all costs. If clinically prescribed, then they should be used with under ultra-cautious

guidance of a responsible physician. (Many see their patients as a ticket to a luxury car and house).

Decide to do something about your present physical state. An improvement in physical well-being will affect your emotions enormously. If you are overweight, unfit, poisoning your body by overindulging, substance abuse or smoking, your attitude and performance will be lackluster.

If you are worn out or unhealthy, you are especially vulnerable to irritability, disrespect, sluggishness and de-motivation. So get regular sleep and quality relaxation. I maintain that it essential to take a mental-health break at least once a year. The break should forbid contact with the “outside world”. No cell phones, laptops, television or newspapers. This break is completely different to the annual holiday where your mission is maximum entertainment. Your mental-health holiday should include a lot of personal space and time. If you cannot get away to a remote location, declare a “communication fast”. Insist on remaining completely isolated for a given period so that you can regain perspective. A mental-health break should be mandatory!

All too often people experience the TGIF factor (Thank Goodness It's Friday). Having put up with their colleagues and clients for a whole week, they leave thinking of the weekend to come. They use Friday night for socialising, Saturday for shopping, sport and later the odd video or two, Sunday morning for church and the papers and afternoon and evening for nursing the “Sunday Blues”. Of course they carry those blues over to Monday morning. (That is why we call them Blue Mondays!) The entire weekend is an emotional roller coaster. Instead of leaving the weekend to chance and routine, you should plan to do something invigorating or adventurous each weekend.

You can often see what others feel by observing their demeanor and appearance. You can tell who is optimistic or pessimistic. It is obvious by the way they carry themselves. Their posture and image signal their innermost feelings. Become an avid observer of people. You will soon recognize those with purpose, passion and a healthy self-esteem. Conversely, you will see those who have lost - or never had - drive and ambition, those who display little or no energy and those to whom life is drudgery.

Psychologists tell us that the most futile of all emotions is regret. That makes a lot of sense because regret is about the past, (which can't be changed), and is often used as an excuse for failure. What is the point of spending any time in regret?

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So many people spend their lives regretting that they didn't get a better education, were born the wrong colour, the wrong sex or at the wrong time. Surely that is futile, considering you have the rest of your life ahead of you. Understandably, if your productive years appear to be restricted you may be tempted to agree with that mindset, but before you do so, let me remind you that countless great artists such as Picasso, created their best work in their "Golden Years". People well past "traditional retirement age" founded successful business enterprises, such as MacDonalds and Kentucky Fried Chicken, wrote best sellers and changed the paths of nations! My father is well into his seventies, has become a respected amateur historian and author, accomplished photographer and serves on a number of associations and forums. All of this after his retirement!

If you are consumed with regret, you have a number of options. Firstly, admit that your ability to undo the past has expired and there is nothing you can do to turn back the clock. Secondly, recognize that the "incident" serves as an invaluable lesson in preparing you for greater things! Thirdly, ask how you can undo some or all of the damage. Look at the situation from all angles and devise a strategy of reparation. It can be in the form of additional financial compensation, public or private apology or a sincere request for forgiveness, albeit a decade or two later. Don't just walk away. Do something! Relationships and partnerships may never be restored to their former state, but by extending the hand of atonement, everyone has the opportunity of gaining peace of mind and moving on.

Previously I mentioned the three pillars of motivation. Respect, recognition and reward. Notice that they are emotive. People earnestly desire respect and recognition. Some will even lay down their lives in search of these qualities. So start the ball rolling by bestowing respect. Vigorously practice the principle of paying respect. Honour and edify those deserving respect. Speak highly of and behave graciously towards them both in public as well as in private. Create a culture of healthy respect.

Extend respect to strangers too. All too often, people are treated rudely because they are different. This could be because of their age, language, culture, colour, beliefs or financial status. Who cares! Extend them courteous respect even if you don't agree with or like them. Respect all regardless. All too often an attitude of disrespect results in criticism and jeering. You can really make a difference by practicing the principle of respect.

The next emotion I wish to touch on is that of suffering. At the outset let me say that those who have genuinely suffered deserve our compassion, love and encouragement. However, no one should remain in a state of suffering forever. Yes, you may have been wronged, fate may have dealt you a lousy hand or the system may have violated your rights. Still it is no excuse for perpetual protesting. You have a choice. You can stay a casualty or become a conqueror.

A crucial emotion is that of self-worth - how you feel about yourself. This might manifest as a lack of confidence. We tend to have negative feelings such as "I don't feel like going to work", "I don't feel like participating", "I don't feel like attending the meeting" or "I don't feel worthy". Often this comes back to the perception that we can't make a contribution, that our lives are meaningless or that we lack direction. A distorted self-esteem will restrict your active participation in life.

Finally, two emotions that have special meaning are forgiveness and gratitude. We must forgive. I don't know your circumstances. But whatever they are, it is time to forgive. The amazing thing about movers and shakers is that they forgive, forget and move on!

About gratitude. Just look around. It doesn't matter where you live. Yours is an exquisite country with countless opportunities.

If you find yourself constantly riding an emotional roller coaster, with its ecstatic highs and gut wrenching lows and have no idea how to control them, go and chat to a support group or counselor. On being served divorce papers I did. After years of career-related study and research, I know a lot about business, audiometry, communication and facilitation. I also learnt a great deal from the numerous courses I attended on scuba diving, maritime archaeology, search and rescue, first aid and navigation. Unfortunately none of these could prepare me for something so traumatic. The psychologist taught me about the mood swings, emotional cycles and gave me insight into human behaviour. The divorce support group gave me a sympathetic environment to express my disbelief and frustration, a source of fellowship and fun. So my advice to you is go. I assure you that you are not alone. You won't regret it.

Penny and I have a home in Cape Town - I look at the sea, the mountains, and the flowers when they are in bloom, and I am so grateful. I appreciate my success as a speaker. I am thankful that I have found the perfect partner. I'm thankful that my family is healthy. I'm thankful that I'm able to dive. I am thankful that I am able to control my emotions. I am

thankful that I am talented fine specimen. (Well, at least my wife thinks so!) No matter what, we must pay respect to gratitude.

Take charge of your perceptions and develop deep emotional maturity.

CHALLENGE YOUR THOUGHTS AND BELIEFS

The final influence on our perceptions and attitudes are our thoughts and beliefs. Admittedly, negative thoughts will occur, and the best way to deal with them are to deliberately “re-frame or reposition” them, putting them into context, and deal with them appropriately. Allow me to give you a typical South African example:

“You are driving down the road minding your own business, when a taxi laden with commuters screams past you on the left shoulder. It hoots twice and, without indicating, swings in front of your car. At the same time the driver hits the brakes. To avoid a collision you respond by you launching your passengers into mid-air. What goes through your mind? Revenge? Rage? Murder?

Now what you should do, is get out, tap on the driver's window and admonish him. Of course, you don't. Why? Fear! Firstly the taxi is so full, you can't tell who the driver is. Secondly you don't dare to do it because his gun might be bigger than yours! So you stay in your car and vent. All of a sudden everything you resent about taxis, the government, your neighbour, cat, dog and partner rush at you. Recognize the pattern?

I used to feel that way, and South African mini-bus taxis used to irritate me intensely. So I deliberately re-framed my thinking, and when taxis go past now, I think: “There goes another entrepreneur!” Why? Because taxis play a huge role in the economy of this country. I know there are problems within the taxi industry, but I also know that taxis are able to move the population of this country in a far more cost-effective manner than any formalised transport system has or ever will be able to. I see the taxi industry stimulating the economy; the motor trade sells more vehicles, the oil companies sell more fuel and lubricants, the tyre companies sell more tyres. The fringe industries sell spare parts, paint jobs, sound systems, upholstery and exhaust systems!

At the same time the taxi industry provides hundreds and thousands of jobs. Imagine this: there are 80 000 mini-bus taxis in South Africa and each employs two drivers. Then add another 500 additional petrol attendants, 300 extra spare-part shop assistants,

300 repair-shop employees, 100 upholstery shop labourers, 250 additional panel beaters and 500 exhaust repair businesses (run by one person). That means jobs for about 162 000 people and food for the same number of families.

In reality the situation is more like 100 000 taxis, and the industry offers something like 250 000 jobs, feeding 250 000 families of up to five people each. That's well over a million people fed, clothed and educated. And this excludes the ancillary industries, which offer jobs to refinery workers, to coal miners, tanker drivers, vehicle and spare part manufacturers.

With the emergence of the mini-bus taxi industry, anything up to 1.5 million people have been provided for. So, now that I have re-framed my thinking, I actually like the taxi industry. When I see a taxi come up behind me, I move over and get out of the way because he is out there doing business and helping the economy work! This is called a paradigm shift.

Negative thoughts do occur. So when it happens to me, I get busy. I fill my spare time with constructive activities, work on my relationships, write or sleep! After all, how many negative despondent movers and shakers do you know? They are too busy for despair. They don't even have time to become ill! Notice that? Personnel records show that movers and shakers rarely take sick leave. They just don't have time for it. Self-employed, focused and passionate people say: “I'll get sick next year, I've got too much to do this year!”

So be advised, if you want to be a success, don't dwell on failure. Start thinking of yourself as different. Think of yourself as unique, creative, sociable, valuable – as someone who is flexible and makes a contribution. Think of yourself as special, likeable, interesting, friendly, capable and teachable. As you do so, you will realize that you have a lot to do, and not all that much time left to do it in.

Challenge and change your thinking, especially when it comes to your self-esteem. The adage: “We are born to win - but conditioned to lose” reinforces the fact that we have been programmed to believe certain things about ourselves. It is this kind of thinking that we need to change in order to become movers and shakers.

It is possible to modify that imprinted self-image permanently. I also believe that in order to make changes, you have to refuse to accept abuse. You have to say “Enough! No more abuse. Not from myself and certainly not from anyone else”. I believe that we need to move from casualty to conqueror. From humiliation to humility. From humility comes the confidence of knowing who we are, where we come from, and most

certainly – where we are going. You need to move from a lonely life to limitless love. From living to loving. Especially yourself!

Recognize your abilities and accept the remarkable things you have done in the past. There are some people out there who have done tiny things, but which are meaningful and exceptional. And if you've done it before, you can certainly do it again!

Finally, consider your potential. When looking at the ocean, most people see water, waves and the hidden “dangers” that lurk beneath the surface. As a scuba diver, I look at the sea in a completely different way. The moment you stick your head under the surface, you see the potential around you and marvel at all the possibilities and the beauty. When you get your scuba gear on and get into the water, you suddenly realize that there is an infinite amount to discover and no one could explore the oceans in their lifetime.

I believe this about our potential. How you see your own potential will determine the quality of your life. Contemplate the possibilities. Fire up your imagination, fan those smoldering talents and release the deep-seated abilities in your belly! Launch out, look beneath the surface, and discover the infinite possibilities.

There are people reading this who will become great philosophers, authors, playwrights and musicians. You may have a distinguished political or religious leader, innovative management guru, or world-influencing entrepreneur within waiting for liberation. Don't think of yourself as you are presently, but rather what you will be when you free the Titan within! You can be so much more than you are right now. Decide who and what you would like to be. ***Remember, it is not whether you believe you can or can't. It is a matter of whether you will or won't!***

At the age of eighteen, I couldn't have imagined myself as an international motivational speaker. But I learned the skills, applied the techniques, rehearsed a great deal, and eventually got hired and started speaking. Anything is possible if you really want it.

Boost your self-worth and make it work for you, not against you. Here is some good advice: no one can change your past. What is done is done. But you do have the power to change your future. So my advice to is forget the past, turn the page and ... move on. There is a fantastic life awaiting you, move on!

Nelson Mandela immortalised the words of Marianne Williamson in his Inaugural Speech in 1994. Quoting from her book “A Return to Love”, he says: “Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness that frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you not to be? You are a child of God. Your playing small doesn't serve the world. There's nothing enlightened about shrinking so that other people won't feel insecure around you. We were born to make manifest the glory of God that is within us. It's not just in some of us, it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fears, our presence automatically liberates others”.

CHAPTER EIGHT - LADUUUUUUUUMA! *

A popular African cry for goooaaall!

“If you don't know where you are going, how will you know when you get there?”

Old adage

Intrepid explorers and indentured sailors vied in godforsaken watery wastes in search of the four corners of the earth. From harbours of great nations, in fragile craft, with imperfect charts, they braved the perils, were pounded by fermenting seas and defied ravaging diseases. Compelled by the prospect of shorter routes, new kingdoms and bounteous fortune, they pushed on. Year in and year out. Not knowing if they would fall off the edge of the earth, when they would be devoured by seas monsters, or if they would ever find their way home again. They ventured on even further, ever further.

William Shakespeare once wrote: ***“There are more things in heaven and earth than are dreamed of by mere mortal man”***. Things to have, things to do, places to go and people to meet. But many, like the expectant explorers, don't know where they are, don't know where they are going, and on eventually returning home, have no idea where they have been! They just blunder on!

We previously looked at discovering your purpose, establishing a personal mission statement and pursuing it with passion. At this stage I would like to encourage you to go back to that mission statement and review it briefly. Lofty ideals or presumed promises to yourself and loved ones?

In order to fulfill these admirable aims, we must identify our goals and have practical guidelines on how to live life to the full. Norman Vincent Peale in his brilliant best seller, “The Power of Positive Thinking”, uses this phrase to describe the process. He says: “If you can conceive it and believe it, then you can achieve it!” There are the first three steps to scoring

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goals. Remember our reference to “balls”? *Consider this; you cannot score goals without balls!*

Step one. Conceive it. It's time to start dreaming again. Too many, have for too long, stifled their dreams, silenced their fantasies, hushed their hopes and repressed their imaginations. They have relegated their expectations to the bottom drawer and replaced them with “reality”. So reawaken your concepts, ideas and desires. Ignore the former setbacks, the prevailing social psyche or your old previous prohibitive perceptions. Start dreaming about being great and making a difference. Dream big dreams, rekindle your wildest expectations and seriously contemplate a life of respect, recognition and reward. Movers and shakers do it daily.

Step two. Believe it. This is where you move the dream from fiction to fact. Fantasy to reality. It is all about having faith, believing that which you conceived will come to pass, having trust and a steady conviction that the accomplishment is possible! Belief is about eliminating the doubts, resolving to do it, rekindling the determination to prove yourself right, and resuscitating your willpower. Belief is steady, unwavering and uncompromising. It is the foundation of great things.

Step three. Achieve it. This step requires a determined, receptive attitude. You have to be ready to embrace the reward in whatever form, when it comes your way. Develop a sense of expectation and realization that the reward is on its way. It is not merely hope, luck or chance. It is the fruit of your conscientious labour and effort. It may take time, but once the principles are set in motion, the next step is the actualisation of the dream.

As a young person we dreamed about what we would become, who we would marry and places we would visit. We dreamt about dream houses, dream cars and dream holidays. We imagined the perfect partner and the ideal career. We fantasized about fame and fortune. We were able escape into our dreamland and build castles in our minds. Our imaginations were alive, our creativity unfettered and the possibilities endless. We saw ourselves on stage, being the guest of kings and queens, we saw ourselves saving the world.

But our dreams dissolved and our castles collapsed. Prohibitive perceptions crept in and obscured our hopes. Our illustrious intentions dissolved into gross inactivity and our aspiration into impotence. We stopped dreaming about love, laughter and long languid nights on moonlit beaches.

But it's time to do something about your aspirations. It is time to dust off those dreams, hopes,

desires and fantasies. It is time to disregard the limiting beliefs and challenge your prohibitive perceptions. It is time to unpack your imagination, release your creativity and explore your expectations. It is time to make a radical change in your life and the lives of others. It is time to get back on track and start exploring your potential. Emulate the movers and shakers. They are habitual dreamers and goal setters.

Before we get started, a quick word of explanation. This part is not meant to be the ultimate goal-setting exercise, it's more like window-shopping. There are numerous excellent books, articles and courses on the subject of goal setting that warrant your attention. The best I have seen so far is Glen McQuirk's “Map for life”.

Begin by creating a “Dream Directory”. Designed to organise your dreams, desires and deeds, it will change your life forever. Use a hardcover ring binder and create the following categories:

- Academic Dreams
- Career Dreams
- Emotional Dreams
- Family Dreams
- Financial Dreams
- Mental Dreams
- Organisational Dreams
- Personal Dreams
- Physical Dreams
- Political Dreams
- Relationship Dreams
- Social Dreams
- Spiritual Dreams

These categories should cover almost every aspect of your life. They reflect the multi-faceted nature of people and present you with new opportunities.

Once you have done this, randomly jot down what (goals, objectives, desires, aims, accomplishments, intentions and purposes) you would like to achieve under each heading. Pretend that neither time nor finance is an obstacle. Allow me to repeat that. For the purpose of this exercise, imagine that you have time and financial resources in abundance. Ignore your prohibitive perceptions – do not let them cramp your style.

Ask yourself questions such as what you would like do with the rest of your life, and record the answers in point form. Jot down key words and leave space for some detail. Words like travel, housing, reading, relationships, hobbies, interests, adventure, sport, people, study, fitness, weight, habits, sights and sounds, etc, will appear. A list will evolve for each of

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the categories and you will find yourself becoming excited about some of them. They can be weird and wacky, wild and unusual, or just downright impractical. So what? Write them down! Remember; do not limit yourself by responding to the prompting of your prohibitive perceptions.

Ask yourself what sort of person you would like to be and write down the answer. It could include words like: brave, loving, strong, moral, wise, ambitious, victorious, self-disciplined, noble, compassionate, virtuous, intelligent, dedicated, humanitarian, courageous, visionary, faithful, determined, patient, resilient, daring, goal-orientated, self-controlled, tenacious and kind.

Allow yourself a few days to do this. Constantly add to the list. You can edit it later. Just have fun! At this stage don't bother with whether it is realistic or unrealistic. Sensible or irrational. Don't even stop to consider the safety or legal implications. Just write them down! You can prioritise them later!

I found that a great way of constantly reminding myself of my goals and expectations is to write the important ones on a small adhesive label and stick into my diary. As I arrive on that page I am prompted to get back or stay on track. Once the goal has been achieved I highlight the sticker and give myself a reward! That way I can flip through my diary from time to time and see what has yet to be done and what progress has been made. Visual stimulation in more ways than one!

Now, let me give you a little more insight into the twelve categories.

ACADEMIC GOALS

We all need to grow academically, gaining new knowledge and skills. From applied knowledge comes power. What about the next class, course, diploma or degree? How about being the lecturer instead of the learner? Designing the curriculum rather than attending the course? Equipping yourself for future opportunities is one of the most important decisions you could make. Please remember that many movers and shakers are not highly educated people. They are merely highly activated people. Bank managers never ask for qualifications or grades. All they are interested in is balance sheet and bottom line! So focus on graduation rather than scholastic grandeur.

CAREER GOALS

Everyone wants to advance in his or her respective careers. Methodic action needs to be taken to gain recognition, promotion or move from one position to another. It doesn't have to always be within the same organisation, but it does need to offer job satisfaction,

reward and growth. Isn't that what you want? Set definite goals about moving past your colleagues and superiors. Dream about entering new fields or markets. Imagine owning your own chain of companies! If you are in the wrong occupation, plan to get into one better suited to you and your dreams. Speaking at a television company function, I had the privilege of celebrating the courteous demotion of one of their middle managers. Recognising that he had been promoted too soon, this individual had asked to return to his previous position until he was better skilled to lead that department. Most people would have stayed there, hidden the fact that they were incompetent and done a lousy job. Short-term financial strain, long-term financial gain! A courageous move!

EMOTIONAL GOALS

As previously discussed, nothing really prepares us for traumatic events. Establish the goal of developing a practical understanding of and insight into human behaviour and emotions. Timely groundwork will give you the coping mechanisms to manage your feelings better when the time comes.

FAMILY AND RELATIONSHIP GOALS

We tend to be driven or motivated by our families and relationships. So dream about doing exciting things with your family, taking them to places you never went to as a child, both local and international. Create a stable loving environment and become a hero to your children and partner. Learn to understand teenagers, your partner and parents. Include your family in your goal setting by sitting around the dinner table and discussing the detail with them. At the close to your life, the only things that will matter will be your loved ones. Make it a goal to nurture and cherish those relationships now!

FINANCIAL GOALS

Everyone wants to be a millionaire. What with inflation and currency devaluation being a millionaire is not good enough any more. Plan to become financially independent. At this point you have to choose whether you want to be really rich, or simply comfortable. The love of money, it is said, is the root of all evil. From my experiences, *“The shortage of shekels is the source of all suffering”*. We need money for medication, education and jollification. It's up to you. Discover how to escape working a 45-hour week for 45 years, just to live on 45% of your previous income in retirement. Get to know how to create wealth rather than money. Set the goal of finding out how the rich get richer, rather than focusing on why the poor get poorer. There is so much to learn! No goals, no gold! More about this in a later chapter.

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MENTAL GOALS

From time to time we meet people who are quick-witted, capable of remembering people's names, numbers, faces, facts, data and dates. So can you! That is, if you first establish the goal to increase your mental might. You're never too old to learn new languages, memory skills, revitalise your creativity and reawaken your cognitive abilities. The art of logic and reasoning, analysis and dissertation can be mastered. Mental aerobics will start the process. Set your sights on becoming erudite.

ORGANISATIONAL GOALS

When was the last time you sat down and worked out what you want for your organisation? Growth, stability, opportunity, competitiveness, dominance, significance? Most people I know don't ever ask that question! They are often told what the organisation wants of them, but never ask what they want for the organisation. So I am asking you now!

PERSONAL GOALS

These are the selfish or recreational goals. They relate to you. Call them egotistic or calculated, individual goals. We all have only one life, and there are certain things we all want to do. Yet women often give up their entire lives for their children and husbands. Fathers sacrifice dreams of exploration and travel to stay with their families. In the end of their lives they often regret that they didn't do anything for themselves. So set goals relating to what you want to do. Adventures you want to participate in, books you want to read or write, places you want to travel to, shows you want to see (or direct!) and trophies you want to win. Fix the objective of living a full and interesting life and go for it.

PHYSICAL GOALS

Whether it is becoming super-fit or just losing excess weight, physical goals can help you lead a longer, healthier life. You need not be an Olympic champion, merely a regular participant. This challenge includes the armchair spectators and commentators. Get off your butt and work up a sweat! Active participation in sport and adventure will boost your morale, provide you with loads of energy, medals and memories. The popularity of "adventure sports" worldwide provides wonderful opportunities for those wanting to stretch their limits. Check the outdoor stores and clubs. They will have an activity for you. Select the goal of diving, jumping, flying, climbing, cycling, swimming or sailing, skiing, caving, kayaking or backpacking. There are so many activities to participate in and so little time in which to do them. Do it now!

POLITICAL GOALS

At every dinner or function the topic of politics raises its colourful head. We discuss the imperfections and scandals, offer admonition and solutions and generally tend to mutter, mumble, moan and groan. We whinge and whine about the economy, health and welfare, education, crime and corruption. So do something about it. If you believe you can make a real difference, set the goal and get involved.

SOCIAL GOALS

We all want to be comfortable in the company of prominent leaders and nobility. We desire to be socially adept. You can become that person if you set the goal. Furthermore, many of us feel compassion towards the needy and underprivileged. We have a need to teach, support and give. So what's stopping you? Dream the dream and set the goal.

SPIRITUAL GOALS

Many of us have been involved in some sort of spiritual activity. But the pressures of work and lifestyle erode our spiritual foundations. Having a solid spiritual bedrock will provide meaning and solace when you need it most. So set new spiritual goals.

There you have them. Areas in which you need to set goals. The next stage is to start prioritizing your goals. Remember the guidelines? Imagine you have unlimited time and money. Do not restrict yourself by responding to the prompting of your prohibitive perceptions.

On a separate sheet of paper entitled "101 Things to do during my life", start recording your goals. Copy the most stimulating from your Dream Directory. Write them down on your 101 list. Refine them taking aspects such as importance, safety and the impact on your family into account. Your list will evolve from fanciful dreams into achievable goals. Do NOT delete those you have not chosen. Let the ideas germinate. You never know when you will come back to them. The list now reflects both the practical and the fanciful, and could include goals such as completing your studies and taking the principal role in an opera! One of our goals is to attend the opening and closing ceremonies of every Olympic Games. Fanciful? No! I am privileged to be married to one of the top stadium theatre producers in the world and was one of the performers in the 2000 Sydney Olympics opening ceremony!

Now, you can start breaking them down yet further. Applying the Pareto Principle, you can focus 80% of your time on achieving 20% of the goals. To determine which 20% you should be working on,

create a simple Priority Matrix with the X-axis reflecting the importance and the Y-axis the goals. Highlight the most important and post the matrix up in a prominent position. Somewhere where you will be constantly reminded of your goals. Finally find a colour picture that adequately represents the individual goal. Stick it next to the matrix and refer to it regularly.

Make those changes, grasp those goals and commit to them heart and soul. Become focussed, determined and persevere until you receive the rewards. And don't give up. Movers and shakers never give ever up!

CHAPTER NINE - LIVING YOUR DREAM!

“Dreams happen ... when you make them happen!”

Next on the agenda is making your dreams your reality. When you started to plan, you surely recognised that you are going to have to pay a price to achieve your goals. They are not free. Nobody is going to walk up to you in the street and offer you a million bucks, that dream house, the best job, the ideal partner. These things don't just happen - only you can make them happen.

Have you heard this saying: *“If you fail to plan, you plan to fail”*? As a scuba diver, we have a saying that is designed to keep us alive: “Plan your dive and dive your plan”. Deviate from it and you could die! Most people fail to plan. Therefore they end up living a life of chaos and disappointment. They take what comes and land up in the wrong life, with the wrong partner, wrong career and wrong ending! A harsh reality, but a fact nevertheless. Do you realize that most people spend more time planning their holidays and homes than they do their lives? Let me use these two simple examples to demonstrate how you can plan your life, influence your future and live your dreams.

You want to go on holiday, so you plan it. You know the time you can spend, the finances you have available, what you want to do and where you would like to go. So you plan it. You know what documentation and travel arrangements must be made, so you plan it. You know who you would like as your companions and what maintenance, security and financial arrangements must be made back home. So you plan it. It does not happen by chance. It is a result of preparation and planning. You know that if you don't plan you will land up wasting your time and money. So what about your life? Why waste it? Why can't you plan your future? Of course you can! Movers and shakers do it all the time.

The other example is building a house. You have the dream. You scribble down ideas. You chat to your partner and family about it. You hunt through design magazines and books. You cut out pictures and create some sketches. You ponder over the dimensions, elevations and future extensions. You wander around looking for a parcel of land. You chat to friends and relatives. You find and make an offer on some land and adjust your concepts accordingly. The offer is refused. You don't give up. You go hunting again. Ultimately, an offer is accepted. You and your family make more adjustments to the sketches. Then you call in an architect who turns your dreams, ideas and images it into plans. You mull over and modify the drawings and to the relief of the architect, eventually approve them. Then you apply for the home loan and rush out to finalize the construction arrangements. You set the deadline ... and build the house. So what's so different about building your life? Ideas, dreams, sketches, plans, expectation, frustration, implementation and actualisation!

In the Walt Disney movie, Spacejam, R Kelly sings these inspiring words:

“If I can see it, then I can do it
If I just believe it, there's nothing to it
I believe I can fly
I believe I can touch the sky
I think about it every night and day
Spread my wings and fly away
I believe I can soar
I see me running through that open door
I believe I can fly!”

See the dreams coming to pass. Visualize them. See yourself winning and achieving, a champion and successful. See yourself as a hero, a leader, and an innovator. Athletes visualize themselves streaking across the finish line way ahead of anyone else. Boxers see themselves in the ring with their opponent lying on the canvas, and high jumpers and pole-vaulters see themselves looking down on the bar.

Create a visual support system for your goals. Cut out pictures from magazines that mirror your dreams. Get a friend to take a picture of you sitting in the dream car or standing in front of the dream house. Have them snap you leaning up against the dream airplane or on the deck of the yacht similar to the one you want. Stick the photos up in a prominent place where they will become a conversation piece. Take photographs, pictures or illustrations of things that you want, and collect them. Put them in your diary; stick them on your wall, your fridge, your office desk – even on the

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dashboard of your car. Remind yourself constantly of the things that you want or want to do.

Develop the image yet further and create a storyboard of your life. In the advertising industry the creative team design a storyboard. They show it to the client as a clearer picture of the finished product. It provides the framework for production. Create a rough storyboard of your life. Make the movie in your mind and watch it repeatedly. If you lack the initial creativity, talk a stroll through up-market suburbs and business districts. Go behind the scenes and picture yourself there. Adjust your vision to include others, loved ones, prominent role models and your parents. Share the images selectively with those you love and movers and shakers you respect. Make the goal your chant. Speak about it constantly.

The next thing to do is to keep reminding yourself of these goals. Type out the list of your goals, and stick it in your diary – something you carry with you wherever you go, and where you will see it every day. Remember, you cannot build a house without the plans, and you need to refer to them constantly, so carry those goals with you all the time. In the seminars I run, I often come across people who tell me they have their goals typed out and safely stored at the office, or in the back of their minds. That's no good. You cannot get government or local authority approval on your house plans if they are not drawn out and written down, or if they've been left back at the office. The inspector is going to come around demanding to see the plans so he can determine how far along you are, what still needs to be done, and how closely you are sticking to the plan. In the same way, take the challenge, and keep your goals and plans with you at all times, so that you can ask yourself how far along you are, what still needs to be done, and how closely you are sticking to the plan.

Use your subconscious mind. Because your subconscious mind is unable to differentiate between true and false, it accepts the material you feed it. Australian Mind-Power expert, John Kehoe declared: ***“Your mind creates your reality.*** You can accept this, or you can reject it. You can be conscious of it and get your mind working for you, or you can ignore it, and allow it to work in ways that will hinder you and hold you back. But your mind will always and forever be creating your reality”. They say that the battle is first in the mind, and you need to win it.

I mentioned earlier that the difference between dreams and goals is that goals have a deadline, and you need to set short, medium and long term goals as soon as possible. Do it logically. Ask yourself what you

want to have achieved in your lifetime. Then work backwards. One can estimate that you may live to the ripe old age of 90 years. If you are currently 40, then you have 50 years left in which to achieve your goals. Multiply it by 12 to determine the number of months you have left. Not all that many!

Another way of putting it is asking what you would like inscribed on your tombstone and allocating sufficient resources to achieve those things. You can divide the remaining years into manageable sections and systematically work at it.

I was reading the news on a Cape Town radio station when I came across this bulletin. It went something like this: It's 5.30 on Radio Kontrei. This is Ken Annandale with the news. In a local story, a woman of 85 has just graduated from the University of Cape Town...I hesitated, convinced that the news department had got this one wrong! How could a woman of 85 graduate from University? Maybe 55 or even 65 but 85? It had to be a printing error! But when interviewed, the woman explained that getting a degree was always a lifelong ambition. She didn't feel her life was complete without one. Her entire family were graduates, but not her. So she enrolled and got one. At 85! There are many more examples of people who declared that they wanted to accomplish their dreams, well into their 70s and 80s – and then did! In 1978 Mavis Hutchinson, aged 53, became the first woman to run across America. It took her some 69 days to cover the 3,000 miles. The “Galloping Granny”, South African Mavis was still running across continents well into her 70s.

Many people would like to further their education. If the qualification normally takes three years and you enrolled ten years ago, you would have achieved it by now! Get the picture? A peer of mine was an electronics technician. It wasn't what he wanted to do or be, but it pleased his father and he could provide for his family, so he got a technical qualification. But what he really wanted to do was be a medical doctor. So at the age of 45, his family made the necessary arrangements. He gave up his job and went back to university. Now, he is a Professional Occupational Health Practitioner, living his dream. If he could do it, so can you. It is all a matter of just doing it. By the way, countless movers and shakers have little or no formal education. They just did it. Many people use the lack of education as a reason not to succeed. Similarly, too many educated people have the false expectation of the world owing them a living! Wrong!

So, if you want it badly enough, set yourself specific objectives and deadlines. Short-term goals are

fairly obvious. You may need to change a few things around you. You have been saying: “I need to change my wardrobe, my car, to lose weight, to stop smoking...” And you can succeed within the next 12 months if you just do it! In the medium term, over the next one to three years there are a lot of things you can accomplish as well. Perhaps change house, change jobs, or even complete a diploma or degree. In the long term – four to 10 years is a reasonable time period – you can become financially independent, travel the world, write a trilogy of best sellers or perform on world stages. What do you really want to have or achieve in that time?

Chatting to a young man, I asked him what he wanted out of life. He replied firmly that he wanted to be the managing director of the company he worked for. I was impressed with his resolve and I challenged him to write out his goal, suggesting that he should start preparation right away. I advised him to be the very best at his job right now. This should be his short-term goal, to excel at his present job and improve each year. After ten years of fulfilling these short and medium-term goals, there is no reason under the sun why he should not be a great managing director. His response? He could not wait that long!

International golfer Tiger Woods is a good example of preparation, practice and perfection. Now in his twenties people look at him and exclaim: “Wow! Isn’t he lucky! That man is so fortunate, he is so wealthy, so famous”. What they tend to forget is that Tiger Woods started playing golf when he was three and has worked at it ever since. He has had about 20 years practice before becoming a sporting great.

We often want things instantaneously, but won’t get them immediately, so set the long-term goals. There is no such thing as an instant success. It usually takes many years of hard work to become an overnight success.

In his motivational video “Prisoner to Pioneer”, Dr Molapo, says that we live in a society of instant gratification – a credit card society, where one can swipe the card and get the goods. He calls it a “fly-now, pay-later society”. But his advice is to **“pay now, play later”**. Advice from this businessman, author, TV presenter and preacher may sound very old-fashioned, but it is the only way to achieve your goals.

Do you remember the play on the letters MOTI? One of those words was MOTION. A creative combination of the words MOVement and acTION. Just pick up the phone and make the call, enroll on the course, buy the ticket, or open the bank account. You need to take action. Regularly depositing small

amounts into your wealth creation fund is a start. Just do it, tackling them one at a time. Some achievements are easier than others, others being more difficult and lengthy. So start with the things that you feel comfortable with ... and do it.

I used to do quite a bit of long-distance running. If I decide one of my goals will be to run the 90-kilometer Comrades Marathon, I know full well that I couldn’t go out and run the race straight away. My body just couldn’t handle 90. But I could run one kilometer, and build up from there. In the first week, I could cover four to five kilometers. In the third week, eight or nine, in the fifth week 10 to 12 and so on, building up to that 90-kilometre target.

Know this, you will fall by the wayside at times, especially when goal-setting has been ignored: when you haven’t used it, you haven’t reviewed it, haven’t rewarded yourself, haven’t remind yourself. So what? You are in training. You are getting used to using goal setting as a way of going places. You’ll get better and better at it, and after a year or so, it will be a habit where you constantly refer back to your goals, constantly write down new goals, constantly re-evaluate and rebalance your goals.

Needless to say, all this will require sacrifice. Time, effort, attitude and finance. Sacrifice is not a popular word, but you will need to do this to get the desired results.

Time is not on our side, and the older we get the faster it seems to fly. We spend enormous amounts of this precious commodity idling our lives away. Take television as an example. Now, don’t get me wrong, I’m not against television, television can be educational or entertaining, or informative, or even gripping. But time can be used more constructively. Personally I’d rather read.

I have a friend who is a long-distance athlete – running 100-kilometre races – and when asked when he has time to put in the necessary training each day, he tells me that he runs between 4 and 6 o’clock in the morning. Then he wakes his family and they enjoy breakfast together. He sacrifices sleep to make the time for his passion.

Probably the greatest investment you will have to make in reaching your goals is ... time. We tend to sit around and do nothing and squander our time. We give up too easily on our goals. Remember the New Year’s resolution and how long that lasted? Garages are full of unused camping and sporting equipment. We don’t make the effort. If it’s important enough, you are going to have to make the sacrifice, make the effort. Consistently and persistently. Calvin Coolidge,

30th President of the United States of America, and notorious for saying very little, once uttered: “Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan “Press On”, has solved and always will solve the problems of the human race”. It takes a healthy dose of “I will, if it is the last thing I do!” to succeed.

Invest in the right attitude in order to reach your set goals. There is a price to pay for being optimistic, constructive and positive. Other people will not like you for it. They will run you down and tell you that you are getting far too positive for your own good or too far above your station in life. Too driven, too ambitious, too this or too that. It’s a price that you will have to pay.

Reaching your goals often takes money. However, if you want to achieve badly enough, you will find the finance. One such story is of a young Cape Townian. He had a big dream but no money. People discouraged him and told him to give it up and be a regular guy. But he stuck to his dream. He wanted to build his own yacht and sail it around the world. Of course, many people have that fantasy, but for Neil Petersen it was more than that – it was a goal. And little by little he went out and made that goal a reality. Despite growing up in South Africa during the apartheid era, despite being crippled by a bone disease that would have prevented most people from competing in the international yachting arena, he pursued his goal. Neil Petersen persevered and, in his own words radioed from his yacht “No Barriers”, he said: “I have become the first black man to have raced solo around the world... *In life there are no barriers, only solutions, and dreams can be realized*”.

When I interviewed him on his first home-build yacht, “Sea Life”, I never asked where he got the money from. Who knows? Sponsors were reluctant to support him. His family did not have an abundance of resources, so that left work, more work, and more work on top of that! The yacht was rudimentary to say the least, but it was sea-worthy! It takes a great deal of money to build and run a racing yacht. It was plain to me that here was someone who had grabbed life by both hands and was living his dreams, irrespective of the obstacles. Today, apart from being a competitive yachtsman, Neil is the founder of an educational organisation called “No Barriers” and travels the world

as a motivational speaker, inspiring people to “make it happen”.

Now, if you have an analytical nature, you may find that your tendency to analyse everything in detail may obscure your dreams. You may listen to others who say that it won’t work, and go with that. Of course it can work – if you are determined to make it work. Forget the excuses! “Excusiologists” and “apologists” make a meal of telling others why it won’t work. It has always to do with their height, weight, colour, age, education, experience, sex or lack of it, the weather, the market, the government, their wife or husband, their dog, cat or some distant relative. Amazingly enough, they rarely admit that it has anything to do with them!

For some, goals become obsessions. They are pursued with great zest and ambition to the detriment of all else. Sometimes we lose balance - we need to balance our goals with our everyday responsibilities. I encourage you to maximise your potential. Become as rich and famous as you want – but maintain a balance. If financial goals are your primary objective – you want to be rich and wealthy and show that you can “make it big” – that’s fine. But I would urge you to balance this by pursuing your family goals with just as much enthusiasm. Work hard, play hard. I’m not talking about playing golf or watching soccer or cricket, but playing hard with your family and spending both quality and quantity time with them; time in which they can appreciate your character, your worth, your soul.

When you achieve something worthwhile, even small things, reward yourself! Give yourself a gift and tell yourself “Well done!” Other people won’t recognize your small achievements, so praise and reward yourself. I support the entrepreneurs on the side of the road who sell flowers. I reward myself with flowers for a job well done. I pat myself on the back, and then move on. Now, sometimes people think I’m a little crazy, but I have a word processor and printer, and when I’ve done something well, I’ll print a certificate and award it to myself. Other people don’t recognize all my achievements, but I do.

Finally, review your goals regularly, because your goals will change! Some years ago I rewarded myself with a new sports car. Now I drive an uncomplicated 4x4. Things that you wanted in the past, once achieved, are often no longer important. Review your goals regularly.

You may not be able to build the dream house or life all in one go, but with planning, you can add to it all the time until you reach your ideal. There may be

limitations on financing the whole thing, but you can get a portion of it and start living the dream. Many goals never become a reality because of impatience or frustration or boredom. Understand that some objectives can be reached in a month or two, others a year or two and yet others in a lifetime or two... You control the timeframe.

Dream your goals, write them down, create a plan of action, set a realistic timeframe, put your heart and soul into it and live the dream! Nothing will simply come to you, so go and get it. Procrastination is the thief of time – so don't put off setting your goals and planning your life any longer. Speaking at his old school at Harrow in October of 1941, Winston Churchill, British Prime Minister, articulated his thoughts: *“Never give in, never, never, never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense”*. Live your dream!

CHAPTER TEN - IF THE BRAVE DO NOT LEAD....

“Perpetual peak performance requires continual adjustment. It is a race with no finish line”.

We live in an information age. During the last century, management focus changed from the individual to information, from people to process. Acclaimed futurist and author, John Naisbitt, introduced the concept “Hi-Tech, Hi-Touch” in his book Megatrends, when he spoke of the urgency of becoming a hi-tech / hi-touch person in the next millennium. He maintained the leader of the future will be one who is “in touch”.

That time has come. Influential leaders of tomorrow will be those who are acutely aware of the delicate balance between infomatics and the holistic needs of people. In order to do that, they must be willing to actively lead the transition towards equilibrium between technology and being in touch. They will be required not just to speak of change, but to demonstrate their ability to change. They will need to be flexible, teachable and resilient. They will need to embrace change vigorously as a marketable force, make financial decisions based on human economy and create partnerships rather than teams.

Observation of movers and shakers over the centuries show that they were acutely aware of the need to change. They constantly pursued the principle of innovation, exploration and application, but with scant interest for the individual. Today, leaders are being evaluated and appointed not on IQ (Intelligence

Quotient), as in the past, but on EQ (Emotional Quotient). Partnership Pledges are being introduced. Leaders are forming “Mastermind Groups” and players are solemnly promising accountability towards their peers. Change is our new ally.

I challenge you to prepare to take your place amongst the great leaders of this new century. This day, encourage and embrace the adventure of change and instead of being a follower, embrace and master the art of leadership.

Dr John C Maxwell raises an interesting issue about leadership in his “21 Irrefutable laws of leadership” when he says: “Those who think they lead but have no followers are only going for a walk”. Many “leaders” are merely managing, coping, getting by. No followers, just subordinates. Rather than merely focusing on processes, focus on people. Decide to move from petty participation to authentic achievement, and recognize that perpetual peak performance requires continual adjustment. It is a race with no finish line.

The notion of Hi-Tech, Hi-Touch reflects an unreserved personal consciousness to strive for maximum mastery in all areas of our life, a willingness to learn, an eagerness to adapt, enthusiasm towards transformation and a desire to lead. So it's settled. We need to change – we have to change.

Naturally, people fear change, especially where they have no control over it. They find themselves being threatened by downsizing, rightsizing, outsourcing and re-engineering. “Redundant and obsolete” evoke panic in most employees. “What now? How will I cope?” they ask, but the majority do! Some with incredible flair. Change is not the ultimate disaster. It is the unlimited opportunity. Fear of change stops people from growing, taking risks and being innovative. They choose immobility rather than motion.

As an emerging leader and movers and shaker you may experience personal resistance to change. Especially when that change is foisted upon you in the form of new technology, new management, new concepts, new philosophies or politics.

In the midst of all the change around you, you must keep a level head and take advantage of the commotion and emerge the promising leader. Need I repeat that change is good for you? Of course it's challenging and takes effort, but change is good. It upends your comfort zone. Ask yourself if this is the best you can do with your life? If this is the best you can do for your loved ones? The very best contribution you can make to humanity? Change will help you grow as an

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individual, and if you want to go from being a minor mover and shaker to a maxi mover and shaker, it takes change.

I was once challenged to be the kind of leader I would like to work for. I immediately got the picture. Someone who be incredibly fair, friendly, resourceful and respected. Someone who would side by me when I was in the line of fire. Someone I could look up to and emulate.

So allow me to put the same challenge to you. Become the kind of leader with whom you would want to be in business or battle. Be that leader to your company, colleagues, church, community or club. Be that leader to your family and friends. Become a mega mover and shaker!

As you accept this responsibility, you will begin to identify a few more of elements that you may have to, or want to change. They could range from habits and perceptions to mannerisms and techniques. Ever conscious of the necessity to change, you will discover that others will start regarding you as their role model. You will become an example for them to identify with, a pattern for them to model their lives on. This is typical human behaviour. We have been taught to imitate the performance of others and so we duplicate the culture of our parents, adopt the demeanor of our teachers and lecturers and follow the habits of our elders.

Bear in mind that it will be both friend and foe who scrutinise your example. Your clients, colleagues, congregation and companions will be watching you, wanting you to win, but waiting for you to waver. More importantly, ***your loved ones will be looking to you for guidance and direction.*** As you elevate your standards, your followers will regard you as the paragon of leadership, the ideal mover and shaker. Don't disappoint them.

Change could embrace more than just your manner; speech, appearance and thoughts. It could include where you live, the way you make a living and how you manage your finance. You may need to change from a corporate creature into an enterprising entrepreneur or vice versa. It might even be a matter of changing your relationships. Instead of being "for better or worse", it may be "from worse to better!"

Remember the exercise with the two gingerbread men, one entitled "CONSTRAINTS TO SUCCESS" and the other "CAPACITY FOR SUCCESS"? Well go back and do it again, this time with your role as an emerging leader in mind. List your strengths and weaknesses. If you lack a little inspiration ask yourself what you don't like about leaders or movers and

shakers you know. That will stimulate the gray matter to come up with a host of hot ideas. They will assist enormously in the process of creating or engineering the image you would like to have as an authentic mover and shaker.

A notable characteristic of most movers and shakers is that they monitor their own evolution constantly. They adjust their thoughts, appearance, behaviour and speech to match their purpose.

The first is their thinking. We previously explored this area so I will refresh your memory. Choose your thoughts carefully. Think of yourself as a global player, a strategist and futurist. See yourself as creative, innovative and solution orientated. Think of yourself as willing, dedicated, committed and tenacious. Abolish thoughts of corruption, crime and cheating. When it comes to your personal ethics and values decide what your moral boundaries are and fortify them. Your being conforms to your predominant thoughts; your existence becomes a self-fulfilling prophecy.

Consider yourself a communicator, a motivator and activator. Conceive the idea of being fun to be with and not being so serious – and laugh a lot more! Sir Richard Branson, founder of the Virgin Group, maintains: "What ties all the businesses together are the values of the brand and the philosophy of the leaders. In the eyes of consumers, Virgin stands for value, quality, innovation, fun and a sense of competitive challenge".

"Fun and profit?" Privileged to work with Africa's largest banking institution, I spent some time with their National Sales Manager, Eric Brown. A maverick and innovator, he shared his three principles of business with me. They were simply, if the venture was not ethical, profitable and fun then it was not worth undertaking. These principles he emphasized, needed to be ever present. Remove any one and your risk for failure rockets.

The next area that movers and shakers monitor themselves on is their appearance. How many successful people do you know who look slovenly and untidy? The saying that you can't judge a book by its cover is not true. You can see people whose attitudes are positive, neutral or negative by the way they dress. Take a walk down a busy road at lunchtime. You will immediately see the professionals. They wear dark or fashionable outfits. They walk upright. Hold their heads up high, have quality accessories and appear purposeful! The cover of this book is entitled: "I know where I am going!" Behind them you will see the office workers and little gray people. They dress in

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drab, dreary outfits. Have drab, dreary expressions and seem to drag their feet a little. Their grooming is neglected and accessories worn. Their cover screams: "I think I know where I am going!" Way behind them come the "I sure as hell don't know where I am going" brigade. Dressed with the elegance of a Salvation Army charity dummy, they plod along with the energy of a senile tortoise.

Everything visible speaks volumes about you. From your head to your toes, your input to your output. Monitor your appearance, and look like a success. There is no second chance to making a good first impression. Make a great first impression everyday. Find out how by perusing the fashion magazines, clothing shop catalogues and self-help shelves at your local bookstore.

Model yourself on those who you feel look good. Scrutinise your house, garden, office, desk and your car. I met a young man at a conference who was bemoaning the fact that his company wouldn't buy him a better car. I happened to be outside a little while later and realized why. He didn't deserve a better car. The car he had, while fairly new, was filthy and in a disgusting condition. It looked like a dump zone – which says more about him than the car. It is not necessary to mortgage your home to buy a new wardrobe. Start by planning what you will wear, how you will co-ordinate it, how to walk, sit and stand. Monitor how and where you drink, eat and groom. Ask your partner for their advice. Regulate your appearance outside work as well. Remember "they" are watching!

The third aspect you need to watch is your behaviour. On and off duty. After some 11 years in uniform it was tempting to allow my behaviour to degenerate a little. After all who would know? You would! And the countless hundreds of thousands who have seen me live or on television! As a leader and role model, your influence extends beyond the office right into the private lives of those around you. Compromise your values and standards and someone will find out. When I was in the navy, it was interesting to see that the senior officers always left the functions first, so that the junior officers would never see them misbehaving. That was a principle that impressed me enormously. I do not stay and party long after my speaking engagements!

If you happen to be a manager with people reporting to you, you have to accept that you are not "one of the boys!" Keep "TABS" on yourself in every area of your life. At the sports match, in the supermarket, on the road and in private. Take charge,

and demonstrate your commitment. Discipline yourself in the areas where you need discipline! Treat others with respect as if you were their motivator. Actions speak louder than words, so behave like an encourager.

Often when under stress or tired, we tend to lose our grip. Ask whether you often show signs of being abusive, aggressive, angry, emotional or critical? Are you impatient, jealous, resentful and violent? Or are you caring, friendly, fun to be with at home and at work? Are you genuine and happy, honest and loving, nice to be with? Are you secure, sociable and do you behave like that? Monitor, modify and move on!

The proverb "The power of life and death is in the tongue" is so apt. Your words either create or destroy. It is as simple as that! As a mover and shaker get a grip on your tongue. Otherwise you will always sound like a moaner and groaner. Leaders and statesmen are very cautious about what they say. Ever wonder why they have speechwriters and advisors? Often it is because they are very busy; but mostly it is to ensure that they don't say the wrong thing, something that can be misquoted, misrepresented or misunderstood. They exercise great caution in the presence of the media, uttering well-rehearsed lines, delicately handling spontaneous questions.

So, too, the emerging leader. Refrain from speaking hastily. Control your words and avoid criticising others in public. If you do, others will deem it right to do so as well. They will merely imitate your behaviour. In situations where you are tempted to moan and groan, rather keep quiet. Mark Temperato, former drummer of the rock-jazz group Spiro Giro, introduced me to the concept of "zipping your lip". In the early days of our friendship, his attitude was a great encouragement to me and he would frequently encourage me to "zip it!" Great advice. Here is a truth. ***Small people discuss people. Big people discuss visions!***

Now, if you don't intend taking responsibility and rectify the thing you are mumbling about, then don't. "Zip it!" Zimple! So the principle is, if the words you utter are not designed to encourage, build, create, edify or enlighten, then you are most likely moaning and groaning, whinging and whining, whimpering and wailing, mumbling and grumbling!

The converse is also true. If the words are deliberately constructive, revitalising, amplifying, creative, illuminating or instructional they will bring life to every facet of your existence, your relationships and your business.

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The power of positive speaking is a principle practiced worldwide under guises such as Assertions, Affirmations, Faith Confessions and Mind Conditioning. Based on the knowledge that your mind is incapable of discerning between fact and fiction, it will accept whatever you programme, whether beneficial or detrimental.

Aristotle stated “We are what we repeatedly do”. The opposite is then obviously also true: “You are what you repeatedly undo”. What if we were to express it like this: “We are what we repeatedly say?” As discussed earlier, most of our prohibitive perceptions are entrenched by repetitive verbal input, way before we understood how to accept or reject information. We now know that we can undo a great deal of the damage by using the identical mechanism.

French pharmacist, Emile Coué, validated this in the 1870s, when he became captivated by the power of the mind and established the practice of “mind conditioning therapy”. Coué stated: “We possess within us a force of incalculable power which, when we handle it unconsciously is often prejudicial to us. If on the contrary we direct it in a conscious and wise manner, it gives us the mastery of ourselves and allows us not only to escape and to aid others to escape from physical and mental ills, but also to live in relative happiness, whatever the conditions in which we may find ourselves”.

His mind conditioning process has been credited for “miraculous” cures of the mind and body. He held that, that which entered the mind dictated the individual's behaviour. Audible substitution, overwriting or affirmation could alter these behaviour patterns. His famous affirmation “Every day, in every way, I'm getting better and better” was used to enhance the patient's attitude and trust prior to administering medication or therapy. Combining the affirmation with the technique of visualisation can further enhance the process. The combination allows the mind to readily accept the deliberately revised input as absolute truth. This practice has been subsequently and consistently confirmed by renowned psychologists and behaviour modification specialists over the past century.

In light of this discovery, we realize that the spoken word has power far greater than previously imagined. The selection of affirming words, which reflect an explicit energy will influence the outcome tremendously. Therefore, be very careful about what you say. There is a massive difference between ambiguous and assertive words. The mind immediately relegates ambiguous or doubtful statements such as “One day when my ship comes in”

to the “cold” file. Imaginative or wishful words like “It would be nice to have” get filed in the “hold” file and assertive action words like “I will” or “Just watch me” go into the “sold” file. Skeptical statements reinforce the pessimistic preference or perception. Obscure utterances frustrate the process, but massively positive proclamations get the job done.

Be aware that statements like “I can” are still vague. They merely enforce that you can (ability or permission), but fail to provide any indication whether you will (desire or determination). “I can climb Mount Everest” is a statement that most able-bodied people can truthfully make, but the question is will they ever? Rather declare “I will climb Mount Everest”, if that is your intention.

Now you understand that saying, “I can't” (prohibition or inability) does you a great disservice and reinforces or creates this “fact” in your mind. Rather say, “I will learn”, “Teach me how to” or “It's not important”. The mind responds far more positively to these statements. An example of positive vs. negative input would be “Remember to call me” rather than the pessimistic, “Do not forget to call me”.

Creating constructive affirmations by using the Coué mind conditioning process will assist you to overcome the obstacles in your mind before you actually conquer them in practice. Start by inserting what you want to improve in the following blank space. “Every day, in every way, my is getting better and better”. You could say, “Every day, in every way, my bank balance is getting better and better” or “Every day, in every way, my relationships are getting better and better”. Many people would say that this is crazy, as the ailment, bank balance or relationship does not appear to be getting better and better. But if you don't get your speaking and beliefs right, they won't get better!

You can say it about your physical, mental, emotional spiritual wellbeing – whatever you want. Through affirmation or reprogramming your mind will identify, categorize, record, store and package the new information. Done often enough your mind will delete the old information and replace it and the associated action or habit with the new mindset. This may take some time before the effect is seen so, the tougher the task, the more repetitive the affirmation. Overcoming the desire to smoke after I had actually quit was assisted enormously by getting my supportive speech right. As long as I told others and myself that “I previously enjoyed smoking” and “enjoyed one after supper”, I was open to hankering after or reverting to the old habit. Once I started verbally agreeing with

statement that “Smokers stank”, “Smoking shortens your life” and “I am so glad I don’t smoke anymore” the desire diminished almost immediately. Keep the affirmation up for just 30 days and you will see a remarkable difference!

Your entire life is dictated to by your behaviour patterns and biological cycles and rhythms. All in turn are affected by your mental might, (or the lack of it). The amount of energy you display, your self-discipline, your timekeeping, your self-assurance and enthusiasm can all be influenced by your constant mind conditioning and affirmation. Habitual hesitation can be turned into decisiveness, procrastination into productivity. Continually applying the principle of mind conditioning can turn your weaknesses into strengths, your frustrating failures into exceptional exploits.

In other words, if you want to be a great leader, successful and prosperous, affirm your dreams and goals and make sure that your behaviour constantly mirrors your speech. Focus on the potential not “impotential” and, rather than causing people and situations to shrivel, encourage them to sprout. Finally, if you want to be a mighty mover and shaker ... think, act and speak like one! For if the brave do not lead, the timid will not follow. Be brave!

CHAPTER ELEVEN - FUNDING YOUR FUTURE

“I earn, I earn, it's about time I started to learn”.

With apologies to Snow White and the Seven Stunted Miners.

Your decision is final. You are going to become a mover and shaker. You will make a memorable difference in the lives of others. Your attitude and actions will never be the same again. But there is still one little problem. Where will the finance come from to fund this change? This chapter is dedicated to help you come to grips with some of the challenges that face the mover and shaker and moaner and groaner alike. It will reveal some of the truths that movers and shakers have grasped and practice with regularity.

If you are anything like the person next to you in the traffic, train or taxi, I imagine that your existence now is as it will be for the rest of your life. Maybe the mode of transport will change, but you will rise at six, be showered by seven, in the traffic by eight and at work by nine. You will have tea at ten, a bite at one, back at two, tea at three and at the door at four. You're

on your way at five, arrive at six and in bed by ten, so that you can be up at six, showered by seven...

And you will do that, for 45 hours every week for the next 45 years, just so that you can retire on 45% of the income that you previously lived on!

Let's just break that down a little. 45 hours per week for the next 45 years means that you will probably earn just enough to take one half-decent holiday every 45 months, live in a house that is never paid off, have to borrow money to send your kids to college and hope to heaven that you never have to make any insurance claims. I've got news. We became just like our parents!

What does this mean? Well, guess how much they earned during their 45-year careers and ask yourself where it all went. Then, “guesstimate” the sum you'll earn during your career, and where it will go. I'll tell you. If you live and work in South Africa about 30% - 40% of your annual income package will go to the taxman! That means 30% - 40 % of your productive life will be spent working for the taxman! Not for your company, not yourself, not your family or your retirement! You work for the taxman! Now 30% - 40 % of a 365-day year is between 109 and 146 days! But you don't work every day, do you? What that really means is that out of a 52-week year, you will have worked for the taxman for between 15 and 20 weeks! Something like January to mid April in the first instance, or January to the end of May in the second. That's five months of the year in the worst scenario! That is a mighty big chunk of your working year! And they don't even say thank you! In reality, you only have between 34 and 29 of your original 52 weeks to build your wealth. Ouch. I know. This is painful! Between 34 and 29 weeks a year to pay for a decent home, car, insurance portfolio, schooling, clothing, food, entertainment and holiday for your family. That's the disposable bit! And that, after 12 years of schooling and three or more years of study at college or university!

I'm sorry to tell you this. You can't spend the disposable bit on houses and travel and cars and clothes and boats and insurance just yet. The taxman wants another bite of your income! This after the obligatory deductions such as medical aid, pension fund, insurance, etc., etc. They lie in wait in the form of VAT (Value Added Tax) or GST, (General Sales Tax), depending on where you live! In South Africa, VAT is currently calculated at 14% of almost all goodies! It might be different in your country, but what the heck. And by the way, I don't really like using exclamation marks, but this chapter is an

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exception! So let's speculate some more. If we work between 34 and 29 weeks for ourselves (depending on our tax rate), we must deduct 14% of the remaining time to see how much more goes to the state coffers. Well, 14% of 34 weeks give us something like 4.76 weeks or if calculated on 29 weeks, it works out to some four weeks! Now, you might be better at calculations and disagree with me on the accuracy, but so what! Do you get the message? In the first instance you are left with only 29 weeks of your original 52 weeks in which to work for your family. In the second instance, you get to keep only that which you earn in the remaining 25 weeks. I am not against a government taxing its citizens. I wish it would do it more fairly! The fact is that most people get to keep only the money they earn from the beginning of June to December if they are taxed at a rate of 30%, and from the beginning of July to December if taxed at a higher rate! So, about half the year is spent working for the Revenue Services. Yes my calculations are a bit out, but then I don't know your personal tax rate do I? Guess what? You probably don't even know either! Unless you do something radical about it, half of your 45-year working life will be expended on paying taxes! And this while you are try to make financial progress.

But wait! What about tolls, levies and property rates and taxes. How about interest on loans, mortgages, accounts and hire purchase? Who pays them? You! Let's say you pay prime interest rate on your home loan. Calculate how many months, or should I say years, it would take just to pay off the interest on your bond? What about that fancy, fashionable, absolutely "must have" car? Any why is the interest rate on the loan or rental agreement for the car, higher than that on the home loan? And while we are at it, why do the rates on credit cards, overdrafts and loans all differ? It has something, I am told, to do with risk, but I personally think the financial institutions want to keep us confused!

I suggest that you don't know the current interest rates you pay on these different facilities. You see, we have all become numbed to the excesses we pay. So much so that we willingly pick up a pen and sign away another few years of working life and fiscal freedom, so that we can breath or boast a little now!

Take that home of yours. We are told it is the biggest investment we will ever make. Remember the last time you filled in the form for a loan? They asked you to list your assets and liabilities. On it you proudly listed your precious house together with the family heirlooms in the asset column. Remember that? Well, I have news for you. A house is not an asset! And will

never be, until it is paid off or sold. Until then, it is the bank's asset. It's their security in the event of you renegeing on your repayments! To you, it is a liability! Let me repeat that. If you are still paying off the home loan, your house is a liability. Don't let anyone ever fool you into thinking it is an asset. It is not an asset until you realize the value on resale or let it to generate an income for you! And by the way, that income is taxable! So, it only becomes an asset if there is something left after costs which you can spend on something else.

So is that new car. A decent middle of the range car now costs more than the average house in the suburbs used to! And you only get five years in which to pay it off, not 20 or 30! Notice how motor vehicle advertising makes you feel a little guilty or inadequate. If you don't drive one of our cars (a) your family won't be safe (b) you will look like a failure and (c) if you are a man, "yours isn't as big as his", unless you have one of these cars! Who really cares what car you drive? The person next you in the traffic? Isn't amazing that many people drive cars that are never theirs, so they can impress people they don't know or like?

Back to that house. Ever wonder why they call it a bond? To bond means to tie, to promise, to secure. How about the word mortgage? Do you know what "mort" means in French? I'll give you a clue. What comes to mind when you hear the word mortuary? That's the place they put you when you are dead! "Mort" means to die! Or better put, "Till death us do part", or "Paying off the deathage". So the conclusion is financial institutions influence your life until you die and they even hint at that in their terminology! They speak of "cradle-to-grave" relationships with clients.

Now, let's get back to the issue of who you are actually working for. In a nutshell, it works like this. Most people spend most their lives working for (1) The Taxman (2) The Bank (3) their Employers and finally (4) Themselves. I call it "The life cycle of debt and servitude". Your mama and papa did it and unless you do something about it, you gonna do it too. So. "I owe, I owe; it's off to work for the taxman, the bank and the company I go! You should be working for yourself. Even if you have a job. After all, you and your family should be the primary reason for working!

Now, if your find this chapter rather somber, I say GOOD! Because that is something I advocate wholeheartedly. Being good. GOOD. "Getting Out Of Debt!"

I will give you a few pointers. Things I have learnt and am busy learning. I know they will help you as

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you embark on the road of personal discovery and financial freedom, as you become a mover and shaker.

Back to the baffling battle of beating the burden of banks, bonds and Big Brother! I want to encourage you to explore the options; otherwise you might end up just like your parents, bless them.

It is obvious that I am referring to making more money! And lots of it. It's money that will get you out of the rat race, the rut and the rotten situation you might find yourself in. In my motivational sessions, I regularly refer to finance and the peace of mind it brings. I use words like prosperity, abundance and wealth. To some it excites. Others it repulses. It shocks me to see the universal ignorance, intolerance and lack of imagination when it comes to getting out of the financial rut. We know where it all stems from. A lack of knowledge! It never ceases to amaze me that neither our schooling nor society teaches us how to make and manage lots of money. We are told that money is the root of all evil and that we should avoid it at all costs. Let's set the record straight on that score. The proverb is "The love of money is the root of all evil!"

Unless you grew up in a wealthy family and were encouraged to join the family business or start your own, your parents, schools and environment drummed the "study hard and get a good job" lesson into you. They actively promoted a life of working for 45 hours a week for the next 45 years, so that you can retire on 45% of the income that you previously lived on! Of course they told us that if we were diligent, conscientious and did not rock the boat, that promotion awaited you. They educated us about the "chain of command" and the "ladder of success". "Start at the bottom and one day you may reach the top", they said. So we started at the bottom and watched others make it upstairs. We read their success stories and feel uneasy. Because in our world people do not move or die quickly enough and favoritism and internal politics are the order of the day. Darn!

Annually (round about increase or budget time) you contemplate the fact that you spent years preparing for your career and acquired a degree or two. You went job-hunting or started your own business or practice. But now you find that all is not as rosy as you had thought. The road to the top is littered with bonds, loans and debt. The big bucks seem so far away. You also discovered that buzzwords have been invented or revived to describe the uncertainty that working life presents. Words like redundancy, downsizing, outsourcing, re-engineering, globalization, and obsolescence. And the business your started, well your

dream has become a veritable monster and all you have is another job. One you own! You don't laugh anymore when you hear sayings like: "***When your outflow, exceeds your income, then your upkeep, becomes your downfall***". It is then that you realize that you have to find ways not just to increase your income, but more importantly, to provide stability and diversify your current sources of income.

Lets start with the issue of "making more". The first step is to determine how much you want to earn or make? Lots, you may say. Well, how much is lots? Most people are unsure and end up saying things like: "I would like to be comfortable". So what is comfortable? A mattress under a tree might be comfortable in summer, but when the winter storms come...

Most folk do not have a clue how much enough is. I even heard someone say, "Money is not important". I had to bite my tongue to stop myself from saying: "If it's not important why not give all your money to charity!" Some manage their lives with "Christopher Columbus" cunning. The intrepid explorer didn't have a clue where he was going, most of the time didn't know where he was, and had no idea where he had been! Sounds like their financial and career planning! If money isn't important to you, it sure is important to your loved ones who need a decent education or quality hospitalisation! So when is enough enough? Ask yourself, how much you would need, to (1) spend a lot more time with your loved ones, (2) travel regularly, (3) live in a decent suburb and (4) give them the very best education and medical care. That takes money!

So what is it about money that excites, entices and entralls us? Why are lotteries so popular? Why do people forego family time and sit entranced as contestants engage in mental combat in the chance of becoming TV millionaires? Because we all want to be millionaires! We fantasize what we would do with it, where we would go, what we would buy and who we would treat.

Now we all know that sustainable wealth provides sanctuary and the lifestyle of our dreams. Before we get into that allow me to discuss the term wealth. "***Wealth is determined by the length of time your currently unfettered financial resources will, without being added to, sustain you at your present standard of living***".

You know the statement, "The rich get richer and the poor get poorer"? Why is that? It is simple. The rich know how to get richer. To them it's a way of life. It is common practice. They brush their teeth and go

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out and make money. But how, you may ask? Again, it is relatively simple. They get their money to work for them. The poor however brush their teeth and go out and work for their money! Notice the difference? The wealthy understand that to make money, they have to get their money to work for them. If it is that simple, why aren't we all rich? Because we don't share the same attitude as the wealthy. And if the truth were known, for a long time I didn't share that mindset. Now I know that I will be rich. Richer than my neighbours, richer than my skeptics. All because I started understanding how the rich got richer and ignoring how the poor got poorer. Many stories are told of people who make and lose fortunes, some of their own doing, others under circumstances beyond their control, but it is not long before they recover. Because they know how!

Right now you may be thinking, yes but it takes money to make money. Right? Wrong! Remember the old saying: "Time is Money"? In the worst scenario, a person who is stony broke can exchange their time for money. Do that often enough and they get enough money "to employ their money". That is way it works. The wealthy know this truth and act on it. They substitute time for money, most of the time, it's your time they use to make their money! It is called a job, employment, vocation, profession, graft or labour. Call it what you want, but it means that your future is inextricable entwined with the future of your employer. Now, please understand that I am not suggesting that you give up your job. I am just pointing out that you will never, ever, ever become wealthy being "one of the workers". Nor is the likelihood very good if you are a professional who trades time for money. After all doctors and dentists, architects and accountants, programmers and plumbers alike know this truth. They have a finite numbers of hours they can sell!

You get money by swapping time for money. Yours or someone else's. J Paul Getty is credited with saying: "I'd rather earn 1% of 100 men's efforts than 100% of my own!" Get the picture? Time IS money! You can make it, save it, spend it, invest it, squander it, waste it and exchange it for money. Employ it wisely and it will work for you.

Robert T Kiyosaki, author of international best seller "Rich Dad, Poor Dad" puts it clearly when he says that most moms and dads taught us that the way to make money, was to study hard and get a "good job" and then we will be rich. They set the example and we imitated them. Rich kids on the other hand often grew up in an environment where their moms and dads,

uncles and aunts, brother and sisters have other people work for them. If not in their own businesses, then in other rich people's enterprises. They became the director, CEO, president or chairman.

Let's go back to the question of why you would want to diversify your income. Unless you are already wealthy, you have to protect and stabilise your income. Best likened to being perched on a barstool, your income is precarious in a whimsical economy and requires various stabilising legs to secure it. One or two legs won't do. The next reason is to accelerate your earnings beyond the potential of a salary. You can hold two jobs and still not take home much more than you previously had. Notice how two-income households soon reach their earning potential and are back at square one? So it is very important to pay attention to the following point. "You will never get rich by depending on a salary". You have to diversify to become wealthy. It's the old story of having all your eggs in one basket (or position or business).

There are many techniques and methods you can employ to increase your income while working at work, busy in your own business or resting in your retirement. Consider which could work for you. Note the term "work for you". They vary in potential, reality and risk. With each opportunity, there are risks. Big risks, bigger risks or stupendous risks. Of course there are risks! This is reality. However, diversity reduces risk.

So do what do the wealthy do? They minimise the risks and maximise their wealth creation opportunities. So, explore and select each supplementary income and stability generating possibility for your family. Then, depending on your diligence, patience and consistency, you will be out of the woods in the next two to three years and on the road to real sustainable wealth creation.

INCOME DIVERSIFICATION OPTIONS

SALARY - This is the most common form of income. It provides you with a gradually escalating income, with the occasional highlight in the form of a performance bonus. It is frequently not linked to productivity and when growth occurs it is not reflected in an immediate increase in income. Promotion gets you a greater income. Prove yourself, climb the ladder and influence your future. Remember promotion means professional motion, movement, progress and attention. I.e. being a mover and shaker!

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AWARDS, DONATIONS & GIFTS - If only we got them on a regular basis, then we could plan more effectively. Nice, but nothing to bank on.

BONUS (ANNUAL) - A 13th cheque or annual bonus is fairly dependable but is subject to surpluses or profitability. Most people use it to pay off some of their debts and never invest it.

BONUS (PERFORMANCE) - Similar to a windfall, it is a bit of a gamble. Incentive-based activities can provide you with this welcome addition to your normal income. You can influence this bonus substantially by your own input and performance.

COMMISSION - This is doubtless one of the most common forms of considerable income generation. Suited to those who are prepared to be rewarded or penalised for their personal performance. Common in the sales and marketing arena, the diligent become rich. They trade their time and skills for money, but unlike their non-sales counterparts, the more effective they are, the more they earn. It is incentive driven. That is why sales people regularly earn more than doctors, architects and lawyers. Is baffles me when I hear people say in one breath, "I don't have any money" and the next "I am not good at sales!" Sales generate extra revenue. Learn to sell. It is an acquired skill.

CRIME - It is true, crime does not pay! So we won't go there!

DISCOVERY - Southern Africa produced a handful of millionaires with the discovery of its bountiful mineral wealth. But they all almost all spoken for. So, unless you discover the "Kruger Millions", oil under your wash line or the elusive treasures of the missing Waratah, (a turn of the century steamer), this is a risky route to take when looking for a source of sustainable income.

DIVIDENDS FROM INVESTMENTS - Now we are talking. Here is an avenue which has provided substantial returns. Accessible to all who are willing to study the stock market closely, master terms like debentures, bonds, options, futures and gilts, attend the courses, meet the bulls and bears and then get the money working for them. However, don't use the grocery money and never loan money to play the market. Note that the word is play. For the uninitiated, it is like playing the horses. After many financial debacles, all the investors landed up with was manure. Certain institutions provide the service of trading in lower risk options such as unit trusts, but in the short term, it is the broker who gets rich. This is a long-term opportunity.

FINES AND PENALTIES - Yes! Local authorities and service suppliers do it all the time. They generate

substantial incomes that way, so ask yourself, how you could employ this method while operating within the scope of the law.

FRANCHISE INCOME - Some 50 years ago, investigations were implemented to stop the process of franchising. The concept was seen as a scam and many sought to outlaw it. Today franchising not only generates billions around the world; it also provides one of the most secure methods of ensuring the success of a business. The franchisor generates an initial income from the sale of a franchise, but they make their money from the franchise fee that rolls in every month, year after year. The monthly franchise fee is paid in return for the brand, the ongoing support, the advertising and further development. Almost any type of business can be franchised. You could franchise yours!

GRANTS FROM TRUSTS - Great if your forefathers left anything in the family trust fund. It is wonderful to do absolutely nothing other than collect, but then how many of us had a Rockefeller or Oppenheimer as forbear?

INHERITANCE - If only we had a Rockefeller or Oppenheimer in our family! But then we could marry someone whose mom & pop have money and bide our time. They will probably outlive us! Of course they were onto to you before you even got their beloved offspring to the altar.

INSURANCE/COMPENSATION - South Africa has not yet reached the stage where you can sue a restaurant because "its coffee was too hot and you spilt it on your lap while you were backing into a parking place with your arm around your lover". That may come, but generally to receive compensation means having to experience something too awful to speak of. However, court settlements for unfair dismissal are becoming quite common. Scratch that one. Someone will find out if you try that more than once. So this is a tenuous source, that is largely dependent on the misfortune of others. Retirement annuities, endowment policies and similar investments will on the other hand, provide you with an income at a later stage in your life. The downside is that you have to wait many years before you can reap the taxable benefits, while paying through your neck!

INTEREST (SAVINGS) - At current interest rates, this is one of the safest ways of protecting and growing your income. Slow, gradual and persistent. If wisely invested, the interest will provide you with some returns. That is, if inflation and impatience don't get the better of you.

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INTEREST (COMPOUND) - I am sure that you know the story about the warrior, who after finding favour with the Emperor, was offered anything that money could buy. The intrepid combatant pondered the offer and requested a mere bushel of rice, doubled by the number of squares on a chessboard. The Emperor hastily granted the wish and ordered his Chief Storekeeper to mete out the entitlement. Soon the ruler ran out grain and thereafter was permanently indebted to his subject. The lesson to be learned is that one of the most powerful wealth creation mechanisms, is that of compounded interest. Don't forget that you can apply the principle of compounded interest to time, effort, momentum and emotion. This is an area that you must engage. The wealthy have done so for centuries and continue to do so. So if you really want to get rich, employ the principle of compound interest and time and effort leveraging. Leveraging is used successfully throughout the world by the network marketing organisations. Penny and I, have in addition to our other business interests, positioned our referral marketing business in a place of prominence in our financial portfolio. Recall the saying: "I'd rather earn 1% of 100 men's efforts than 100% of my own!" Get the picture?

INTEREST (LOANS) - Here is another area of growth. Maybe you can devise morally acceptable ways of generating additional income through loaning money to those in need. Use your imagination, check with your attorney and then go for it.

MAINTENANCE & SUPPORT - For decades the judicial system ordered that on the demise of their marriage, the defendant would financially support the plaintiff and or their children. As an income generating method, only the thick of skin need apply. The amount is usually pitifully small and you would probably need about six or seven previous marriage partners to become wealthy. So off you go. This may be a viable way of weaseling wealth from your ex-spouse to be.

OVERTIME - For some, this form of income can augment earnings, but at the expense of personal time. It may fluctuate according to employer demands, the market or projects on hand.

PROFIT FROM YOUR OWN BUSINESS - Here is another highly feasible option. Understandably there are risks attached. Ultimately this is the most common method of creating wealth. The success of your own business is dependent on many factors. The risks are high, but so are the rewards. If the truth were known, the odds of succeeding in conventional business, are less than those of being bitten by a shark in the

bathtub! (Did you know that as many as 95% of all start-up businesses fail? At enormous cost to family, financial status and ego.) Of course, the risks can be reduced with reliable research, flawless financing, deliberate development, relegating responsibility, superior staff selection, majestic marketing, dictatorial debt collection, creative creditor control, magnificent margin management and a few such simple things! But seriously, most people I speak to want to start their own business at some or other stage. Interestingly enough, a network marketing business will allow you to do so, without threatening your current source of income. Small backyard businesses blossom into brand leaders. Insignificant ideas become world trends. It all depends on you. Conventional businesses such as franchise and manufacturing operations take a huge capital input to get going. Other businesses such as those in the category of referral marketing require just a few hundred rand, pounds, rupees, yen, pula or dollars. So do your research and start earning.

RENTAL INCOME - Of course you knew this one. The wealthy rent or hire out anything. Property, cars, trailers, containers, equipment, aircraft and even their names. Take an asset, (or a liability) advertise its availability, and start generating income. The better ones are those that require minimal input by yourself. You can do this. Start small. TV advertising is a market you can get into for some rental income. You can legitimately rent out your face or physique. Find something you can rent out and charge a reasonable fee for it. As long as you make more than you pay to maintain and insure the item, you can turn a profit.

RESIDUAL INCOME - Similar to royalty income, this form of income is common in the financial industry. Brokers and consultants are paid a portion of all uninterrupted premiums of deals they previously signed up over and above the commission they received. This residual income accumulates as the years go by and grows into a sizeable sum of money. Countless people in this industry have become very wealthy. This is also one of the lucrative forms of income generated by network marketing, which by the way are renowned for creating more millionaires than any other form of business opportunity. Do your research.

RETAINERS - This is a marvelous way of earning income with very little initial input. Specialist and consultants are famous for it. People in the legal and medical fraternity do it all the time. "Ready for action". "Just in case". When required they step in, work furiously and then resume their standby status. Money well earned.

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ROYALTY FROM CREATIVE PROPERTY - Remember Nat King Cole, Elvis Presley, Marilyn Monroe, Madonna, Ernest Hemmingway and Martin Luther King? Royalty income just rolls in. Actors, composers, singers and performers, get paid over and over again for work they did decades ago. Authors, artists and designers receive royalty income, as long as their work is broadcast, published or manufactured. You can find ways of generating royalty income. Create products, compose songs, write books or poetry and include a royalty when selling the rights. Start applying your mind. You receive a small percentage, but it all adds up. Especially when millions of your artistic creations are being sold. This is a great way of ensuring your family is provided for, after you are no longer able to earn a living.

ROYALTY FROM INTELLECTUAL PROPERTY - So Edison, you have come up with yet another wonderful invention or idea. You have patented it in a dozen countries, built and sold prototypes to NASA, FBI, CIA, CSIR, UN, CNN and Disney World and are just waiting for the dough to roll in. Yes, this is an area that you could make millions. Even billions if your name is Bill Gates. You can make a great deal of royalty money from inventions, formulas or concepts. So start working on ideas and don't give up.

SALE OF ASSETS - Again we have a winner. Products, property and businesses are developed for resale. The capital appreciation can realize a substantial profit when sold. Business can be listed on the stock exchange and then sold off at many times their original value. Buildings can be bought for a snip, renovated and sold for a packet. The great thing is that you can repeat this exercise over and over again and amass a veritable fortune. That is, if you don't squander your profits or have the banks foreclose on you.

SPONSORSHIPS - Sponsors flock to secure the endorsements of attractive, talented or marketable people. Sporting aces, actors and even "has been" politicians secure sponsorships for programmes and adverts. And they pay big money! So maybe you qualify too!

WINDFALL - Right now millions are queuing to buy tickets for the lottery. Sadly, homes and families have been destroyed by games of chance, so apart from the infrequent winners, it is only the lottery or casino owners who get rich. The risk for this source of income is way off the scale! What a waste of good money!

So there we go. I have discussed a number of options. There are probably many more but it's time to start making some choices. You know the slogan "You can stay as you are for the rest of your life, or you can change". It is time to become financially free! Add to your primary source of income and change your circumstances and future.

Keep your present source of income intact while you fire up your ideas. Your selection will obviously be based on available time. If you have a lot of time at your disposal, you can throw yourself into the selected activity, whereas if you do not have much time available, (in my experience this is a commodity that most busy people don't have) you will have to select an option that requires just a few hours per week. Learn to use it like money. Invest it, leverage it, compound it and withdraw it. If you invest it wisely, allow the process of compounding interest to kick in, you will multiply your efforts over and over again.

Active people don't have much time, and yet that is the very freedom they miss the most. Time with their children, loved ones or just relaxing. That coupled with wealth, will make you and your family truly content. Time to play golf during the week, time to take your family on extended overseas holidays, time to spend with your ailing loved ones and time to sleep until you are rested.

What value would you put on your 45 year working life? "What are you going to do with the rest of your life?" Travel, study, give, share, learn, teach, love, and guide? Only you can answer that. But I would like to assure you that you can diversify your source of income. You can choose more than one. I urge you to choose; otherwise you may end up just like your parents. Allow yourself to start dreaming again. Reawaken the desires of your heart. Sit down and share them with your family and then create an action plan to realize them. Be a mover and shaker. Do it now!

If you don't then you will rise at six, be showered by seven, in the traffic by eight and at work by nine. You have tea at ten, a bite at one, back at two, tea at three and at the door at four. You're on your way at five, arrive at six and in bed by ten, so that you can be up at six, showered by seven...

CHAPTER TWELVE - MAKING HISTORY

"Luck is the convergence of concentrated concoction and contemplated circumstance".

Radiating positive energy and enthusiasm they enter the room, their magnetic presence interrupting

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numerous conversations. With electrifying eye contact, a firm handshake and singular attention, they connect with those to whom they are introduced. After dinner, they energise and enthral their audience with their dynamic speech and charisma, charging others with a sensation of excitement and urgency. Meet the mover and shaker!

Have you ever noticed how most movers and shakers ooze energy and excitement? They radiate vitality with their infectious passion and zest, causing people to wonder what makes them so stimulating, charged up and ready to go. It would appear as if they have discovered the elixir of life and the secret to keeping their batteries charged. It is no small oversight that the terms used to describe them are associated with electricity.

On the other hand you see those whose passage is slower, eyes duller and lights dimmer. They are less willing to tackle the task ahead, act in a reserved manner and are sluggish to contribute. Their speech is restrained and gestures less emphasized. Passion? That's reserved for the movies. It would appear as if they were storing their energy for some singularly spectacular event. They rarely share their vision and dreams and if you were to look into their eyes, and if "The eyes are the window to the soul", then they are all "souled out". Often they regard themselves as introverts, and life as a drag! Spend time with them and they soon sap your energy.

Let's take a quick look at this phenomenon. The question would be to ask whether some are born "high energy" people and others not, whether we can change from one state to the other, and how we can keep our batteries charged?

To provide an insight into this we need to look a little closer at one of the words used to describe our mover and shaker. The word is enthusiasm. It is derived from the Greek word "entheos". To infuse with a divine spirit. This immediately suggests that your energy comes from the dynamic life force that is present in every living being. It is our responsibility to switch that energy on, to allow that energy to flow. A key to living an energized life is to take a cognitive decision to be enthusiastic all the time. To do so, whether or not you feel like it.

Our brains are a maze of intricate electrical connections. An infinite circuit board, which controls the flow of electrical charges and current to the various parts of our body. The quest of a dynamic life is to operate at maximum capacity and still keep the batteries fully charged.

This can be done by continually stimulating the neurological processes intellectually. Study, discussion, debate, mental aerobics and creative expression all provide a mechanism to develop your cerebral capacity.

The next method is to fuel your brain with beneficial nutrition. Poisons, alcohol, narcotics and artificial stimulants all ultimately affect your mental might, peak performance and energy levels. Ever experienced the "morning after feeling", after a night out? Your ability to function is drastically diminished. Excesses sabotage your potential genius. Explore natural foods and stress release methods that enhance your propensity for maximum productivity.

Taken to the next level, recognize that your life is inextricably entwined with those of others. The closest analogy would be the study of the printed circuit board. Components are connected by slithers of gold. The energy flows through capacitors, conductors and chips all in a logical manner, with a given outcome. Imagine what would happen if any one of those components began to malfunction. The appliance would, at worst, cease to operate. The same applies to your organisation or family. For the maximum outcome to be reached, each component needs to function at peak capacity. This takes regular maintenance and care. A balanced lifestyle at home and at work is the answer.

Now consider your immediate environment and the interventions over the past few months to enhance performance. If minimal or non-existent, ask yourself what you could do to get the right energy flowing again?

To do this you will have to move from the place of "motivatee" to that of "motivator". "Motivatees" constantly look to others to inspire, guide and motivate them, while the motivator looks to stimulate, invigorate and activate others. Rather than plugging into someone else's battery, motivators offer their energy as a source from which to draw inspiration. Embark on the path of strengthening your own resolve, expertise and comprehension.

In the pursuit of becoming a magnificent mover and spectacular shaker, you will find yourself wanting to influence and make movers and shakers of others. This is what happens on the sports fields of the world. The coach conducts, corrects, cajoles and encourages others to greatness.

Therefore my greatest challenge to you is to accept the role of motivator. In the bedroom, backroom and boardroom. Revise your current title to include the word "encourager" or "motivator". Place your energy at the disposal of those around you. As a mechanical

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breakdown team arrive to jumpstart the lifeless battery and get the engine running again, make it your mission to jumpstart “lifeless” lives. Start building the team, becoming the voluntary coach. Establish a strategy to keep engines running, foot on the accelerator. Prepare them to take responsibility for their own motivation. Consider this:

“Deafening roars, rhythmic adulating and intense concentration, heard, seen and savoured around the globe. Support at its zenith. Exhilarating seas of flags and faces, replaced by anxious vigilance etched into the camouflage of the devoted. Finally, emotions peak. The faithful hug, kiss and salute each other. Their team has won again!

They know the elation of triumph and the thrill of victory, devoting weeks in search of that electrifying exhilaration. From numbing stadium seats to precarious bar stools, they scrutinise, analyse and sympathize.

Chiefs and coaches tally, examine and strategize, creating new tactics, systems and plans. Not content with a single win, they produce revised procedures and modus operandi. And all that in the name of sport!

Captains of commerce and industry do likewise. Precious hours are spent in the “bosberaad”, the boardroom or the bar, talking business, articulating success, composing mission statements, policies and procedures. They create grandiose visions and communicate the urgency amongst themselves. Forming teams, appointing leaders, and setting targets. A sense of satisfaction prevails. We have done our job! Now the team must produce the winning results.

But ...without any of the World Cup support! No keen supporter programme, vacillating team spirit, a lacklustre identity, minimal training, and no buy-in by the players!

Mirroring the sporting industry we have much to learn and apply. The adage “The customer is No 1” is bandied about in a subtly ominous manner, suggesting that customers control the organisation, staff the tills, man the phones, call the shots! Proclaiming that no one is more important than the customer. But are they?

Coaches and sports psychologists appreciate the value of supporter involvement. They recognize the effect crowds have on team performance. But they are not ruled by it!

They focus their attention on building legends, rehearsing winning strategies and rewarding promising players. Month in and month out, year in and year out. Sticking to the game plan no matter what! They spell out the rules, call for total dedication and communicate, communicate and communicate. Never

satisfied, they train and train some more. They sit up late at night reviewing the previous days play, seeking out mutual weaknesses. Out of chaos they create confidence.

To get your team to demonstrate the same commitment, you have to treat them as No 1. You have to create a winning motivational strategy and game plan. You have to provide truly dynamic leadership or you will never create triumphant organisations or maintain market leadership.

Players look to their leaders. They want to be part of the dominant team. They intuitively know the rules, but they need uncompromising leadership, effective coaching and above all, the leaders believe in their potential. In other words they want to buy-in. But you have to sell it!

The three infallible motivators are respect, recognition and reward. In that order! We know that without them, most people only do enough to stop getting fired. These three are the basic building blocks of your long-term motivational strategy, promoted as you would a product, service or brand. It needs to be implemented and nurtured to produce perpetual peak performance in your players.

It needs you. This strategy is not a human resources function, that is too impersonal! Nor is it merely a sales management obligation, that is often too target orientated. It is not a public relations activity, that is frequently too glitzy! It is a combination. A well-devised collaboration with the sole purpose of fashioning legendary teams with heroes and champions. Founded on strong inspirational leadership, an individual development programme and an effective communication forum. Bolstered by a consistent disciplinary process and a dynamic incentive scheme it slowly starts to take shape.

If after all that, the team member does not shape, play ball or take responsibility, then it's time to encourage them to retire or resign! Many celebrated players have had drab performances prior to greatness. They merely recognized the benefits of “leave to achieve!”

For those selected to remain, capitalise on the fact that if they feel good, they are energized and ready to get down to business. Conversely, if they feel lousy they produce disappointing results. So find ways to make them feel like champions. Sincere respect and recognition will do it. Then there is application, activation and progress. Simply put, it's your job to get them onto the field full of energy and drive. The word promotion means “to encourage the progress or

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existence of, to raise to a higher rank, status, position, etc”.

Become an ardent supporter of your own team. Their performance is a reflection on your leadership abilities, so wear the colours through thick and thin and be prepared to stand or fall with them. Earn their respect, be above reproach and provide vigorous leadership. For in a world of insincerity, genuine recognition stimulates performance like nothing else! The more you give.... the more they give in return!”

Vince Lombardi, one of the greatest American football coaches, led the Green Bay Packers to five NFL Championships and two Super Bowl victories. He spoke these immortal words: *“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work”*.

As a leader, present or future, embrace this challenge and get people to work together. Get the energies to flow positively and make your team, company, society and civilization work!

The two vital areas to your success are perseverance and discipline. The more commitment and dedication you display in the quest of becoming a motivator, the less inclined you will be to abandon your mission. So develop a spirit of perseverance and determination. In South Africa, we have a lovely old saying from rugby and the armed forces which is relevant to everyone today: “Vasbyt!” Determination, tenacity and the ability to hang in there until it happens.

I believe that you will see results if you use the principles discussed in this book. If you plant something and nurture it, it will grow and bear fruit. Trust the processes, and if you apply them diligently, they will work for you. But you should also allow the laws to work. You can't expect to plant a seed today and expect fruit tomorrow. There are cycles and seasons. Some projects, people and programmes are in their autumn or winter seasons. But after winter come spring and summer. The amazing thing is that the results and rewards unfold in truly unexpected ways. As you prepare yourself for greatness, things happen that would never have happened before. Perhaps it's just that you are conscious of it, and that they always happened around you. Perhaps the Creator is smiling on you, saying, “Here is someone who is actually making things happen!”

Regularly remind yourself of your expectations and behave as if you have already received it. Get into rehearsal, and into practice. Of course others will try to influence you. Remember your attitude is not

dependent on what they say or think. It's not reliant on your background, relations, race, religion, wealth or education. It depends on you. In “Think And Grow Rich”, Napoleon Hill cautions us by saying; *“Without doubt, the most common weakness of human beings is the habit of leaving their minds open to the negative influences of other people”*. Don't allow other people to influence you, steal your dreams or tell you what you can and can't do.

Avoid cynicism and skepticism and if you are tired or tempted to become less enthusiastic or dynamic, return to the basics. Feed yourself on profitable books, videos, CD's, audiotapes and speakers. I emphasize profitable because many books, videos, CD's and audiotapes are not good for you. They may be interesting, but they don't aid your growth. Adhere to the saying “Leaders are readers” and read at least for about 30 minutes each day. Listen to at least one audiotape or CD each day and four videos a month. Seek out uplifting material that will help you with your business or personal, emotional, spiritual and social activities.

As a leader, you need to get more than you give otherwise your battery will start running low, so continually tune into good news stories. There is enough despair and destruction. Substitute the “Daily Debris” with the “Daily Delight. Read and listen to remarkable, encouraging stories.

Negative people do not help you grow - avoid them like the plague. Have you noticed how failures like to create failure clubs and have failure sessions, where they discuss the probable failure of those who want to go places?

There are times when it will be tough out there, but just keep on ... keeping on. Start looking for growth and development. In the analogy of the plant, you can see when the seasons change – the plant changes with it. And in spring, you can see buds of new growth. So look for these buds of development within yourself. Ask: “Is my speech, my behaviour, my thoughts better than they were last month? Am I closer to qualifying for the title of “Mover and Shaker?”

Remind yourself of past achievements. Create a gallery to your accomplishments. Walk into the office or home of any prominent recording artists, sports person or entrepreneur and you will find their walls covered with trophies, photographs, cutouts, and tokens of their deeds. They serve not only to encourage greater performance, but whet the appetite of those who gaze on them. Treat your trophies with respect. After all they are one of the legacies you can leave the next generation.

For the last time I would like to go back to the letters MOTI. To the words MOTIve and MOTIvation I would like to add "MOTIF". I strongly advise that you to create a logo, flag or symbol that depicts your mission. Throughout the ages, armies, countries, clans, religions and organisations have recognized the importance of having a motif with which to identify. My personal logo is that of a red bouncing ball. It's my way of depicting the Daruma principle. Use your motif on your stationery or T-shirt, like a brand for others to recognize and respect.

In this book I have endeavoured to assist and encourage you. I know that by applying the principles diligently, your life will never be the same again. You will rise to new heights in your career and relationships. You will look back in years to come and recognize this book as a turning point in your life. It will have confirmed things that you knew. It will have filled some gaps. It would have given you hope.

This is just the start of your life. This is the beginning of a wonderful adventure, a journey of epic proportions. The making of history, your history. Be a diligent observer of these principles and share them, teach them to your children and your grand children.

You are closer to greatness than you have ever been. Grasp it with both hands. Recognize that the future holds infinite promise for those who make the changes and stay the course. Quit the camp of the moaners and groaners once and for all!

Radiating positive energy and enthusiasm they enter the room, their magnetic presence interrupting numerous conversations. With electrifying eye contact, a firm handshake and singular attention, they connect with those they are introduced to. After dinner, they energise and enthrall their audience with their dynamic speech and charisma, charging others with a sensation of excitement and urgency. Meet the Mover and Shaker!

God speed on your journey!

Ken Annandale.

Write to me and tell me about your journey

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WEB SITE www.show.co.za

E MAIL ken@show.co.za

CELL +27 (0) 82 920 8912

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