
PART ONE

TRANSFORMING LEADERS WITH NLP

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BUILDING STRATEGIES FOR SUCCESS

As we start this new decade we are still in the midst of one of the biggest recessions of all time. Why are some businesses still growing whilst others are struggling or even going bankrupt? Why are some public or charitable businesses using their funds more effectively whilst others are wasting potential opportunities for efficiencies? One of the key factors is that the businesses that are successful have leaders with a mindset that 'makes things happen'.

These leaders:

- Have a Vision
- Start with the big picture or the end in mind
- Have a healthy appetite towards risk
- Are driven by the need to make a difference
- Are tenacious when things don't go to plan
- Know 100% about their business
- Are passionate
- Innovate

- Most importantly, they are leaders or participants and not followers or spectators

Those organisations with leaders who batten down the hatches and hope for the best may find that, when this storm is over, they have been surpassed by their competitors who were prepared to continue ‘making things happen’ and learning even through the tough times.

In this first part of the book, we are going to explore exactly where you are starting from – your current mindset, leadership style and the feedback you’ve received in the past. Then we’ll move on to create what you want for the future, setting your personal leadership goals and giving you the tools to develop your own mindset for success.

Where are you now?

Cast your mind back to the quiz that you completed at the start of this book. Were your scores mainly As, Bs or Cs? I described the As as being on the way to the Brilliant Zone, the Bs hovering dangerously close to the Grey Zone and the Cs struggling to move out of the Awful Zone. I’d like to describe these in more detail so you can work out where exactly you sit.

The Personal Leadership Grid

The Personal Leadership Grid describes three personal leadership zones that people typically find themselves in along with the attached generalised experiences. By ‘personal leadership’ I mean the amount of control and responsibility you are taking currently in order to become the leader you want to be, have the impact that you want to have and achieve the results that you know you are capable of achieving. You don’t even have to be a leader right now. The important question is, ‘Are you personally leading yourself towards where you want to be?’



Personal Leadership Grid

The **Awful Zone** is a place where you don't want to stay for too long. You feel wretched and unhappy. Normally you find yourself there because something has happened – maybe you've been made redundant, fired or pressurised into a situation that you don't want to be in. The only good thing about the Awful Zone is that it does make you take action and change.

The **Grey Zone** is that place where people all too often get stuck, under-achieving or marking time in careers where they meant to stay for a stop-gap and spent a lifetime instead. It feels comfortably uncomfortable as you know that you are selling out on your potential. I believe that many people spend most of their career in this zone.

The **Brilliant Zone** is the caretaker of our ambitions and dreams. It's the zone where you know you're heading towards achieving your goals. It feels good to be on that road.

The question is: where are you right now?

Exercise 2: Where am I on the Personal Leadership Grid?

Take a red pen and mark where you think you are on the Personal Leadership Grid. Be honest with yourself. As you look at the Grid are you surprised where you ended up? Are you ready to find out how to move faster towards the Brilliant Zone, or how to finally find the courage to move out of the Grey Zone, or how to make an immediate improvement by moving out of the Awful Zone? Good, so let's get started by discovering more about each Zone and how to move up as quickly as possible.

The Awful Zone

The Awful Zone is not somewhere you want to be for long. You end up in the Awful Zone when something significant and negative happens to you such as:

- A sudden redundancy (especially if there is not a pay-off)
- A new boss who treats you badly, maybe even bullies you
- Restructuring where you are left in a role that you don't want
- Withdrawal of funds or budget cuts
- Someone at work who makes your life a misery
- Disciplinary or sacking offence

Get the idea? The Awful Zone is the point of no return. This is the point where you finally take action. It's the moment

when you deal with the situation at work differently or you leave. At this point, although it is bizarre to describe it as such, the event does you a favour as it drives you to take action and produce different results. This is the terrain of the Awful Zone.

Claire: the moment of truth

Claire was a senior executive officer working for a central government department. When her boss left she thought long and hard about going for the promotion as she had been encouraged to do by a number of other senior officers in the department. However, she was pregnant with her first child and decided that it would be too much change all at once. She went off on maternity leave and returned six months later with a new boss in post. Her new boss was male, younger than her with much less experience. Instead of working collaboratively with her, he was competitive and stand-offish from the start. He would criticise everything she did whilst at the same time over-loading her with his own work. He also demanded that she work very long hours which was a strain for her with a young baby. Claire tried talking to him and changing her strategies. She began saying 'no' to his demands for her to take on his work and attempted to get her work-life balance back. As a result, their relationship further deteriorated. In desperation, she took out a grievance in the hope that his actions would be fully investigated. However, ranks closed, and, after twenty years of blemish-free service, she negotiated a compromise agreement and left. Though firmly in the Awful Zone, she had the space to re-think her future career. She set herself some new goals to get her career back on track. Having an exciting vision that she was passionate about helped her to take the initial challenging steps forwards.

If you are in the Awful Zone right now this book will give you the tools to resolve the situation or make a quick exit and to begin to move towards what you are really capable of achieving in your career.

The Grey Zone

Everyone knows of someone who feels like they've wasted years at work in a job they don't enjoy and are under-achieving their full potential. Perhaps that's how you feel yourself. Instead of being excited and stretched, you've spent years being bored and miserable. How does this happen?

Often it's because of the promise of something coming in the future, like a final salary scheme pension or the potential of a generous redundancy. This wouldn't be so bad if these 'carrots' were imminent, i.e. within 18 months to two years, but people waste their best years at work waiting for future redemption. I was recently coaching a public sector female manager who was in her early 40s. She was clearly miserable in her role and capable of far more but there were no opportunities coming up where she worked. When I challenged her about why she stayed in a role that made her feel that way she told me she was 'coasting to retirement' and didn't want to risk losing her pension. As she had at least 20 years to her retirement I wondered what her attitude would cost her in terms of her health and self-esteem.

If it's not because of the future, for many it's because of responsibilities they have in the now. For example, a mortgage to pay, family to look after or fear of change can all keep you stuck in a career that you don't really want to be in. I'm not promoting being reckless with your career – we've just experienced a long and hard recession where it can be sensible to sit it out. Yet even the recession can become an excuse for

staying stuck. The recession won't last forever and there are many people who have taken risks at this time and done well because not many others are!

I describe the Grey Zone as a place where many people spend their entire careers – it's not awful but it's certainly not brilliant. It's comfortable because it's what they know. Sometimes I describe it as that 'comfortable yet uncomfortable' place. It's uncomfortable because, deep down, people know they are selling out on their ambitions for a 'safe' existence. Over my years of coaching and training I've come to realise that many people settle for second best because they haven't got the courage to do anything about changing their situation. There's a saying: 'If you always do what you've always done you always get what you've always got.' That's the mantra of those who live their lives in the Grey Zone. Life in the Grey Zone feels familiar, comfortable, unfulfilling and stuck, and those in the Grey Zone do not feel they have any choice but to remain where they are. Of course if you are happy in the Grey Zone that's great and I suspect you aren't as you're reading this book!

Jonny: cleaning his career away

Jonny had taken over his father's very successful family cleaning business and had been running it for many years. The business had grown over the years to employ over 100 people and now had some very large corporate contracts and healthy profits. The business funded a good lifestyle – a large home, flash cars, motorbike, lots of holidays. Jonny had been feeling bored and disillusioned for some time yet was scared of admitting it to anyone, especially himself. He found the business very routine as he knew it inside out. Even the thrill of winning new contracts didn't have the same excitement as

it used to. He was dragged along to a personal development weekend by some friends and learned that he could make other choices for himself. That was a shock to him. He started to read more self-help books and he got into NLP. Through his personal development training he began to come up with new goals for himself which included a new career as a life-coach. He came right to the edge of making different choices for himself. Yet he still stopped short of making the change, which was very frustrating for him. He was terrified of losing the lifestyle he had built up and of handing over the management of the business to others. He chose to remain in the Grey Zone. I still see him and ask him how he's getting on. He says things like 'not bad' or 'could be better' and then turns away, embarrassed to hold my gaze for too long. What a waste...

There are many people out there in the Grey Zone because they are in careers that their parents or partners chose for them. That's fine if they really want to do that for themselves but too often they follow more out of respect and tradition than excitement and passion. As Jonny discovered, once there, it's a challenge to get out. And, yet it's always possible. I'll show you how.

The Brilliant Zone

You know if you are heading in the direction of the business Brilliant Zone because you have personal and business goals and ambitions. You know what you want to achieve and you're taking action, moving towards your goals and it feels exciting, motivating, exhilarating and stretching. Our best moments are when our bodies and/or our minds are stretched to their limits to achieve something challenging and worthwhile. These are the experiences that you take responsibility for and make happen.

Those with courage, determination and focus move towards the business Brilliant Zone. You can achieve this too. What really makes the difference? These are the people with exciting strategies for success and goals for the future. They are totally focused on their goals and failing is not an option. They never say 'I can't'. Instead, they say 'why not!' You can probably think of a number of successful business people who have this philosophy in life. One of my own personal development strategies is to say 'yes' whenever I'm asked to do something new, as long as it will move me towards my goals, and to worry about it later. Last week it was a request for me to go on live Australian breakfast TV to talk about how to achieve your goals! That was an amazing learning experience.

My story

I spent many years in the Grey Zone, although it might have looked to others as if I had the perfect career. I worked as a change management consultant for one of the top global consulting houses. I was the one in the team who focused on the 'people' side of change when a new IT system was being implemented or business processes being re-engineered. My career wasn't awful – in fact, it was well paid, I learned my trade as a change consultant and I got to travel round the world. But it still wasn't my dream. The hours were long and the increasing time away from home meant that I was apart most weeks from my young family and husband. I felt out of control. I was firmly stuck in the Grey Zone. Then, in the late 1990s something happened that was to change my whole life and begin to move me towards the Brilliant Zone. I did my first NLP training course. It completely blew me away. At the end of the course I had goals for the first time in my life, I felt motivated, believed I had choices and

I wanted to discover what I was really capable of achieving in my career. On my return to work I began to develop my vision of having my own company and I worked on a strategy to get the ball rolling. Through NLP, I'd learned to focus on what I wanted to achieve, take 100% responsibility for my career and create what I wanted without allowing myself to listen to my own excuses about all the 'problems' that might get in the way! I started with small steps; focusing on getting the funding together to do my next NLP training. That's one thing you learn early on in NLP – that the most successful people always have the next goal in mind. The next year I did my Master Practitioner Training and later my Trainer's Training. Now everything was in place.

One of the reasons why people are comfortable in the Grey Zone is that they have never experienced anything different. I knew by the end of my NLP Trainer's Training that the Brilliant Zone existed. It was too late for me to unlearn it and I was determined to get there and stay there. The excitement that I experienced as I began to develop my business was like nothing I'd ever experienced before. I felt alive for the first time in years – maybe for the first time in my adult life. I enjoyed waking up and going to work as each day took me closer to my goal. I wondered how I would ever know enough to run my own business.

Through my NLP training I came across 'Heisenberg's principle'. This states that 100% certainty doesn't exist. Successful business people take risks because they accept that they will never know everything they need to know. The strategy they adopt is 'acting as if' they do know and taking the plunge. This is the equivalent of training your brain to believe you can do something or that you have something already. For example, take a promotion that you want for yourself. Consider how

you would behave differently if you had achieved it already. Perhaps you would be more confident and offer to take on additional responsibilities. How would your appearance change? Maybe you would smarten yourself up a bit. Would you sound different? Maybe you would change your tonality to sound more commanding. What would it feel like to have that promotion? All these changes work on two levels – first of all, your colleagues and boss will notice that you are behaving differently, and second, you start to train your own brain that you can do it. This will have the effect of convincing yourself that you can do it so that next time the promotion comes up you'll really go for it and get it.

Your Personal Leadership Model

Your position on the Personal Leadership Grid represents in part where you are now in terms of your Personal Leadership Model. Clearly, those moving towards the Brilliant Zone display strong self-leadership characteristics. They demonstrate the 'making it happen' mindset as they are more likely to be focused, determined and going for it. Those in the Grey Zone have a leadership model of avoidance. They are keeping their heads down and hoping for the best. They are not the movers and shakers of tomorrow (not yet anyway). Those in the Awful Zone have some choices to make and this can kick-start a different success strategy for the future. Of course, these are generalisations and you may or may not recognise these traits as true to you. So, let's add some more detail about how you've led yourself and others up until now.



Exercise 3: What's my style?

This exercise explores feedback you've had in the past from your managers and staff about your Personal Leadership Style. If you're not yet a leader of staff use your own self-awareness about 'You' to

answer the questions or go and ask some of your colleagues to give you their views about ‘You’.

Below you’ll find a list of characteristics or behaviours.

Step 1: Circle those behaviours that you’ve been described as demonstrating in the past – both positive and negative across all three columns:

List A	List B	List C
Focused 'Can-do' attitude Driving Collaborative Pioneering Determined Competitive Decisive Inquisitive Risk-taker Responsible Strong-willed Inspiring Magnetic Enthusiastic Convincing Polished Persuasive Warm Action-taker Sociable Creative	Conservative Cooperative Hesitant Low-key Cautious Modest Mild Agreeable Peaceful Unobtrusive Reflective Sceptical Logical Relaxed Resistant to change Non-demonstrative Passive Predictable Consistent Deliberate Steady Stable	In denial Undemanding Suspicious Pessimistic Moody Critical Evasive Worrisome Dependent Exacting Neat Negative Non-political Over-trusting Incisive Hyper-tense Unsystematic Arbitrary Careless Unbending Obstinate Resistant
Total:	Total:	Total:

Now total up how many behaviours you’ve circled in each list. Did you score highest in list A, B or C? Generally, you’ll notice that list A aligns to Brilliant Zone behaviours or behaviours that move you towards your goals. List B aligns to Grey Zone

behaviours or behaviours that keep you stuck. List C aligns to Awful Zone behaviours or behaviours that can lead to a negative outcome.

Step 2: Now list below the positive behaviours you already demonstrate that will assist you to move towards the Brilliant Zone.

Step 3: Now list below the negative behaviours that will hold you back.

Step 4: Now list below the behaviours you want to develop.

Step 5: Summarise below in a few sentences your strengths as a leader and the areas that you want to change and why. If you're not yet in a leadership role, write down below the characteristics you'd like to develop as a leader and the areas of your current style that you'd most like to change.

My strengths as a leader/characteristics I'd like to develop

Behaviours I'd like to change and why

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Now I'll show you how to develop these behaviours through the Personal Leadership Vision and goals that you set for yourself.

Your Personal Leadership Vision (PLV)

One of the key differentiators to transforming your leadership style is to know where you are going, to have a Personal Leadership Vision and clear goals that will deliver that Vision. Tosey and Mathison argue that a common application of NLP in business is:

‘Designing and refining outcomes, ranging from broad visions to very specific goals, and understanding the resources needed to achieve them ... this emphasis of paying attention to future outcomes, and how they are to be achieved is characteristic of NLP.’

I always begin any development process with the outcome in mind as this keeps you focused on and motivated towards your goals.

'Begin with the end in mind'

This is also one of Stephen Covey's 7 Habits of Effective People: 'The *end* represents the *purpose* of your life'. Until you can say what that purpose is, you cannot direct your life in the manner that would bring you the greatest satisfaction. There are no short-cuts here. You need to have a Personal Leadership Vision and habitually set goals that move you towards that Vision. This is important, as your level of excitement and drive about your future comes from your Personal Leadership Vision. It's what gets you out of bed in the mornings and keeps you going when the going gets tough. You begin by finding a Vision for your future that truly inspires you. Every day I remind myself of my own PLV to leave a legacy through my writing, my training events and my coaching that gives many thousands of people more choices about how to improve their performance and the potential success they can achieve. Even though our PLV can seem overwhelmingly stretching and impossible at times, it gives us a purpose for our lives. This section is all about assisting you to develop your own PLV and understanding how your business career is a channel for you to achieve it.

Now you're ready to move on to develop your own PLV, the first question for you to consider is what is the most important thing you want to achieve in your business life? All great leaders have a vision and focus – you know that already. Sir Richard Branson wrote that one of his big goals in life is to live life to the full. This is reflected in the size and scope of some of his projects, for example, Virgin Galactic to drive down the costs of space travel. At this point, don't confuse your PLV with the strategic vision of the organisation you are currently working for. A strategic vision is all about planning and positioning your business. Your PLV is for you. It will, however, assist you to decide if you are focusing and working in the right industry and in the right role. For example, if my legacy is to give large numbers

of people more choices about how they lead their lives, I need to be working in an environment that will help me to achieve that. Being a CEO of a manufacturing business, for example, is unlikely to rock my boat. Your PLV will become your framework for making value-based decisions. It will enable you to say ‘yes’ to good opportunities and decisions and to know what to avoid. Accepting opportunities, however tempting, that divert you from your core focus will usually take up more of your time than you had anticipated and may jeopardise other opportunities that would move you closer to your PLV. It will also help you to communicate a very clear message to others that there is uniformity of purpose and clear goals surrounding everything you do.

So what’s your PLV? Sometimes it’s easier to think about it in terms of what you would do if you knew it would be an absolute success. Put all the potential issues and excuses to one side for a moment. If you had a plain piece of paper and you could choose anything you wanted, what would it be? If you still have any doubts, the next exercise will help you get to absolute clarity.

Exercise 4: Your Personal Leadership Vision

This process will take about an hour so make sure you have enough time to do it justice and do it in one sitting. Do it alone to ensure that you don’t end up with someone else’s vision! This exercise is used with permission and adapted from a similar process called ‘My Purpose in Life’ by David Shephard, NLP Master Trainer. (The original came from *Trusting Yourself* by Sidney Walker.)

Step 1 – My internal drive inventory

First of all you need to work out what really excites and inspires you to take action. Go through the following lists of words and circle all the items that give you a strong positive feeling about what your PLV would mean to you.

Then go back and pick the top three or four themes that have the greatest meaning and importance to you in your business life. There are no correct answers and the meaning of each word or phrase is up to you.

Personal achievement	Leaving a legacy
Winning	Fully expressing yourself
Happiness	Seeking adventure
Developing others	Becoming an expert
Earning lots of money	Power
Building something	Authority
Being liked	Making a positive difference
Gaining approval of others	Prestige and status
Gaining recognition	Developing people
Popularity	Developing things
Creating something	Increasing effectiveness
Being world-class	Seeing how much you can get away with
Getting things done	Trusting others
Independence	Doing a good job
Being your best	Taking risks
Reaching your potential	Being different and still fitting in
Finding excitement	Being unique
Having fun	Controlling
Learning	Being a leader
Gaining wisdom	Having influence over others
Working hard	Making a worthwhile contribution
Gaining mastery	Experiencing life to its fullest

If a word or phrase comes to mind that isn't on the list please add it.

Step 2 - My internal drive history

Now list at least one accomplishment that you achieved in each age range listed below that gave you the greatest sense of joy. These are accomplishments that you personally felt good about regardless of what others thought at the time. They are also accomplishments that showed some leadership potential, no matter how small it might seem looking back. For example, any time in your life where you have been put in charge of something, no matter how insignificant

it seemed at the time, or when you have taken the initiative to set something up from scratch. If you can't think of anything, pass on to the next age range. Stop when you reach your current age range.

- 0-12
- 13-17
- 18-22
- 23-30
- 31-40
- 41-50
- 51-60
- 60+

Step 3 – Questions and answers

After you have completed the above, please answer the following questions.

1. Throughout your life, what activity has consistently produced the greatest sense of joy and self-fulfilment for you?

2. What else is important to you about your life?

3. What skills or abilities do you most like to perform?

Now you’re going to bring your PLV alive by making it more specific and by setting goals to help you take the first steps towards achieving it.

Questions to achieve your Personal Leadership Vision

If I were to ask you if you’ve ever had outcomes in the past that you’ve achieved I’ve got a feeling you’d say ‘yes’. And if I asked you if you’ve ever had outcomes in the past that you’ve not achieved, I’ve got a feeling that you’d also say ‘yes’. So, what makes the difference between the two? Maybe your outcome was just not compelling enough. The important question, then, is ‘how can we consistently achieve our vision, outcomes or goals?’

You learned earlier that working with broad visions to specific goals and how they are to be achieved is at the heart of NLP. The NLP method of refining goals or outcomes uses the Well-Formed Outcomes process to produce a thorough, carefully refined and unambiguous outcome. The exercise below uses a set of six questions modified from the Well Formed Outcomes process. During this exercise, it is very important to write the answers down because once you commit the details of your outcome to paper it becomes much more real.



Exercise 5: Outcome defining questions

Question		Purpose
1	What do you want?	Checks that your PLV is stated clearly and positively
2	How will you know when you have achieved your PLV?	Checks your evidence criteria

3	For what purpose do you want this PLV?	Checks that it is compelling
4	What resources do you need to be able to achieve this PLV? What do you need to do to achieve this PLV? Is this PLV something which you, yourself, can achieve? Or does it require that other people behave in a certain way?	Checks you have control of your outcome
5	What are the advantages of achieving this PLV? What are the disadvantages of achieving this PLV? What will achieving this PLV lose you?	Checks what you will gain and lose from your outcome
6	What's important to you about achieving this PLV? What will this PLV help you avoid feeling? What is the benefit of this PLV for you and others?	Checks your level of motivation

It takes about 25 minutes to go through the exercise and, ideally, you need a partner to ask you the questions. Get him or her to ask the questions clearly and to assist you through the process as quickly as possible. Ask them to write down your answers and give them to you after the exercise.

What did you notice happening to your PLV as you went through that process? Most people find that it becomes much clearer and they feel more committed towards it. Question 5 is also very interesting because it flushes out what is called 'secondary gain' in NLP. It asks you to think about what you will lose as well as gain when you get your Vision. For example,

my PLV required me to leave my corporate career and set up my own business. That required me to change my lifestyle for a while until the business was on its feet. It's very important that consequences are acknowledged and addressed because any internal conflict can cause you to give less than 100% commitment to your PLV and you may end up compromising or even sabotaging your own success.

Your Personal Leadership Goals (PLGs)

Let's now move on to the goals that will help you to achieve your PLV. Experts estimate that only 5–10% of people bother to think about their goals regularly, and only 1–3% have clear written goals. You'll now spend some time clarifying what goals you need to move you towards your PLV and the Brilliant Zone. Your PLV is all-encompassing and sets your direction for the future. The goals that will deliver that Vision for you need to be much more specific. The well-known SMART principles are not NLP but I use them as they are the best way I have found to develop PLGs in ways that mean they are much easier to achieve. Below I briefly recap on what this acronym means.

You should make sure your goal is very **Specific**. For example, instead of setting a vague goal to improve the performance of your team, set a specific goal to improve each key performance indicator (KPI) that your team is responsible for delivering by 25% in the next 12 months.

Secondly, make sure it is **Measurable**. For example, choose a goal with measurable progress, so you can see the change occur. The goal above is measurable as it shows the specific target to be measured, i.e. all KPIs to increase by 25% in 12 months.

Thirdly, make sure it is **Achievable**. This means that it is possible for you. For example, 'I want to become CEO where I work within 5 years' is achievable because there is a CEO and

you work there! In NLP we also talk about ‘acting as if’ we already have our goal as that convinces our unconscious mind that it is possible for you. That’s why visualization is so powerful in coaching.

Fourthly, qualify the achievable by making sure it is **Realistic** for you. For example, if you are a year off retirement, becoming CEO may not be realistic. Set the bar high enough to find out what you are capable of but not so high that you will frustrate yourself if you never get there. Focus on the inspirational, not the sensible!

Finally, set a clear **Time** frame for your goal: for next week, in three months, a year, five years, etc – whatever fits with your goal. Putting an end point on your goal gives you a clear target to work towards. Without a time limit, there’s no urgency to start taking action now. The following exercise gets you to set clear timescales.

Exercise 6: Your Personal Leadership Goals

Step 1 – Define your goals

Go back to your Personal Leadership Vision. What timescale are you going to set against the achievement of your Vision: 1 year, 3 years, 5 years, 10 years, longer? Once you have the timescale settled, ask yourself what goals you would need to set yourself over that timescale to enable you to achieve your Vision. Imagine turning the clock forward to the point when you have achieved your PLV and look back to now. What will you have achieved by then? What goals do you need to set yourself that will deliver that success? Brainstorm with yourself for now. Make sure they are SMART goals.

One tip. Use present tense language for your goals. It’s important to behave as if you already have your goal as this gives your neurology

the impression that it's real. Your brain doesn't actually know the difference between what's real and what's imagined.

Step 2 – Work out your plan

This example is my own plan to reach my PLV. I've set it over the next three years: "I am a leader in the development field. My writing, training and coaching develops leaders not followers and acts as a catalyst for change in individuals and organisations. I assist them to move out of the Grey Zone towards the Brilliant Zone to perform at their highest levels of potential."

I coach my clients to work out the final step that guarantees they have achieved their goal and then to work backwards from there. If your goal is more short or long term than this example, adjust the stages accordingly. Take your goals and set them out in your own plan and notice how good you feel as it begins to come alive for you.

Three years

- I am the author of six books across the personal and business development field. Each book builds on the sales of the previous book and together they have already sold 250,000 copies. All of them are in the list of top 20 self-help books in the UK.
- I have built a successful associate team of 50 trainers and coaches within The Change Corporation which delivers NLP and corporate courses world-wide.
- I am franchising Age with Attitude on a world-wide basis and delivering the programme three times a year to groups of over 100 mid-life women.
- I have my own TV show which features self-help for mid-life women.
- The business continues to grow 25% in turnover and net profit year on year.
- I am spending three months of the year in my apartment in the sun!

Two years

- I publish my fifth book.
- I write my sixth book.
- Books 1, 2 and 3 jointly sell 150,000 copies and are all on best-seller listings.
- Books are now selling in America, Australia, India and South Africa.
- Books are translated into a minimum of three other languages.

Eighteen months

- My four books generate a minimum of 10 radio and TV interviews.
- My Age with Attitude programme is running three times a year with groups of 40+ women.
- I have an associate team of trainers of up to 20 people.
- We win 12 more new corporate contracts.
- I write a proposal for my sixth book and have it accepted by a global publisher.
- I write my fifth book.

Within 1 year

- My second book is on at least two best-seller listings.
- My third book is published.
- My proposal for a fifth book is successfully submitted to a global publisher.
- The revised version of *Change Your Life with NLP* is published New Year 2011.
- I appoint a General Manager to The Change Corporation to assist me to build the business.
- We win six more corporate contracts.
- I build an associate team of 12 trainers and coaches.
- I appear in at least three speaker events to audiences of over 100 people.

Within six months

- I publish my second book, *Still 25 Inside*.
- I edit my third book with the publisher.
- I launch the second Age with Attitude programme.
- I win two more new corporate contracts.
- I build my associate team to six trainers and coaches.

Within three months

- I complete my current writing project.
- I win two new corporate contracts.
- I build my brand by writing articles for three national magazines and I'm on TV at least once.

Get the idea! Now it's your turn.

Step 3 – Now write your plan below

Step 4 – Have you done enough?

Before you move on, take another look at your goals and ask if you've really stretched yourself enough. Ask if your goals in your plan will get you to your PLV and check if you've missed anything. Maybe you've discovered you could get to your PLV faster than you thought at first. It's also likely that you'll then need to develop

a plan in a similar way for all your goals. For example, I would plan how specifically I was going to complete my current writing project in the next three months.

Pulling it all together

I'd like to finish this chapter with a few tips on what else really makes the difference to help you achieve your PLV. I call these the Principles of Success and I've adapted them from traditional NLP.

Principle No. 1 – Get clear on your personal leadership vision and goals

Revisit your PLV and goals. Double check that they really motivate you and that you're totally clear on what you need to do to get there. Now focus on what you want to achieve. Whatever you put your attention to in your life will grow stronger.

Principle No. 2 – Know why it is a must

What are your reasons for wanting to achieve this PLV? Ask yourself, 'If I don't do this now, what will it ultimately cost me?' Make sure that your PLV is for you and that you're not achieving it for anyone else.

Principle No. 3 – Take massive action

Are you prepared to do whatever it takes to achieve your PLV, including things you do not want to do? Re-visit your Personal Leadership Goals and your plan. Challenge yourself by asking if you are prepared to take 100% responsibility in order to achieve your goals. Because, to the extent that you do not, you are giving your personal power away. The only good thing is that you'll always have someone to blame!

Principle No. 4 – Know what you are getting

Be very aware of what works and what doesn't. Ask for feedback, and constantly evaluate your approach. Think of feedback

as a gift and remember to learn from any action that doesn't go quite to plan.

Principle No. 5 – Be prepared to change your approach

You must be prepared to be flexible and have a healthy attitude to risk. If what you are doing isn't working, do something different. Don't spend too long wasting your efforts on the same old strategies if they aren't working any more. When you experience uncertainty remind yourself that you are on the right track. And, remember that if you become too fixated on how to achieve your goal you shut out a whole range of possibilities.

Principle No. 6 – Ask for help from those who are already successful

When making major life changes, the most successful people in life model those who have already 'done it'. They do this by going on courses, being coached or simply asking for advice. You will probably find that, with the appropriate support, you will find the process of change more enjoyable and your chances of success will be greatly increased. I cover much more about this in Chapter 3, Modelling world-class performance.



When you know what your Personal Leadership Model is all about others will want to be inspired by you.