

CAREER SEASON: IN WHICH SEASON ARE YOU?



DR MARIO DENTON

Introduction

This book was started after I had done research, as well as extensive reading on managerial degeneration, career wellness, career strategies and optimising human capital. I felt there was a need for a booklet such as this.

I am sure you can add many more examples from your own experience.

I trust this small gift will be a source of encouragement and blessing to you and that these positive thoughts will also help you to live a life full of abundance.

Special thanks to my wife and family for their support.

Mario Denton



THE STRONG MESSAGE POWER HOUR BUSINESS PRESENTATIONS/COACHING BOOKLETS

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1. The characteristics of the seasons winter, spring, summer and autumn in your career

- ❖ The seasons are not all of the same duration.
- ❖ Each season has a beginning and an end.
- ❖ The seasons always follow in sequence.
- ❖ Every season must be managed effectively to reap an abundant harvest.

Affirm the following:

- ❖ I acknowledge that life moves in cycles and I have a clear theme for the current cycle I am in.
- ❖ I have a strong desire to make things happen in the way I want them to.
- ❖ I know where I want to be in one year's time.

2. Find out what you really enjoy in your career and what gives you job satisfaction

- ❖ Are you satisfied with your choice of career?
- ❖ Are you happy with your choice of employer?
- ❖ Do you derive job satisfaction from your work/post/function?
- ❖ Do you feel that your talents and potential are being used to the full?

- ❖ List and discuss 3 dominant frustrations that you are experiencing and enduring at present.
- ❖ Which 3 “joys” give you particular job satisfaction?
- ❖ Do you work (too) hard? What is the cause of your working too hard? What is the result/effect of this hard work?

3. Would you follow the same career if you could start again?

- ❖ If you could start again with a different career, what would it be?
- ❖ What prevents you from doing so?
- ❖ Do you feel like “getting out”, selling everything and moving?
- ❖ What prevents you from doing so?

4. Do an analysis of your time

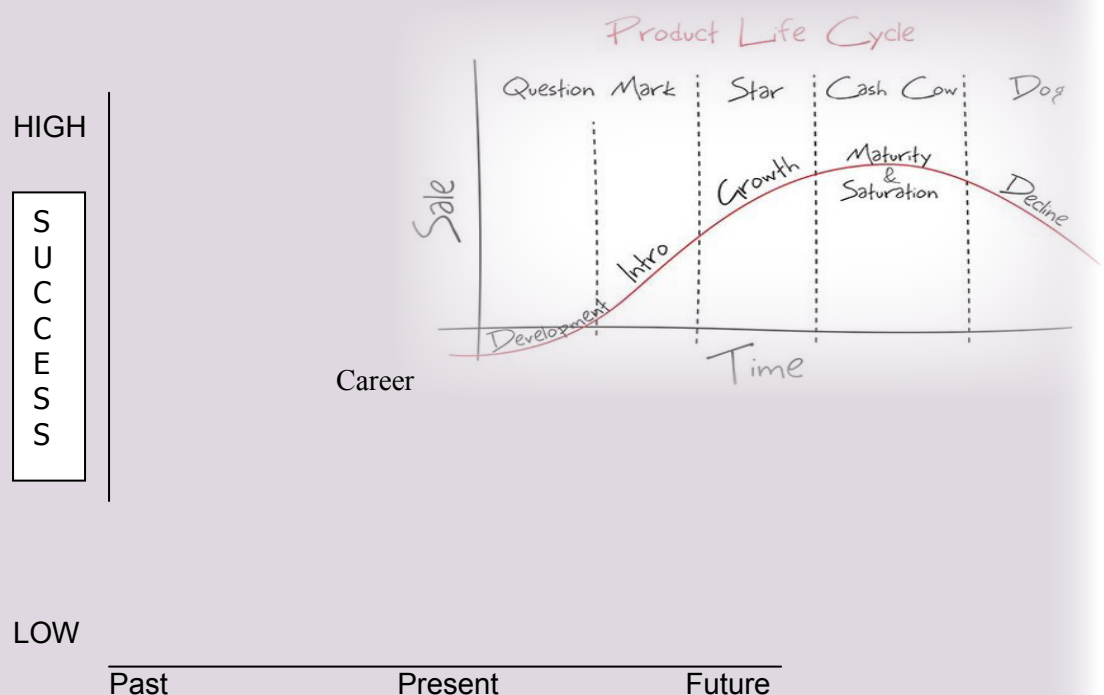
- ❖ What does your typical day look like?
- ❖ What time do you get up?
- ❖ What time do you go to work?
- ❖ How long do you drive to work?
- ❖ What do you (usually) do in your car while driving?
- ❖ What time do you usually arrive at work?
- ❖ What time do you leave your place of employment?
- ❖ What time do you usually arrive home?
- ❖ What time do you go to bed?

Affirm the following:

- ❖ I have plenty of time to do the things I want.
- ❖ I have regular habits that support and nurture me.
- ❖ I have relatively little stress in my life.
- ❖ I am not afraid of saying no.

5. Draw you career life cycle

Using the pattern of a business chart, draw a line that depicts the past, present and future of your *career*.



Write a brief explanation of the career line you have drawn.

List 5 adjectives that describe yourself with regard to your career.

6. Are your commitments after work a blessing or a curse?

- ❖ List in order the first 3 things you do when you arrive home.
- ❖ Do you go elsewhere or see to other commitments after work? How often and at which institutions?
- ❖ Is it necessary? Why?
- ❖ Do you belong to associations from which you would like to resign? Name the organisations.

- ❖ Why do you belong to these associations? How did it start?
- ❖ Do you belong to a sports club or other clubs? Which and why?
- ❖ Do you participate regularly in sport and with whom? Which sport do you practise?

7. Are you really fulfilling your role in the family

- ❖ How often do you go to gatherings alone with your children?
- ❖ Do you attend your children's school functions, both academic and non-academic? How often? Do you have any guilt feelings about this?

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❖ Do you know the information below about your children? Please fill it in.

Child	Date of birth	Grade	Subjects	Teacher
1.				
2.				
3.				
4.				

How often do you and your spouse do things together (on your own)?

What do you prefer doing together?

“If you can give your son or daughter only one gift, let it be enthusiasm.”

Bruce Barton

8. Marital satisfaction - a driving or restraining factor towards your career success

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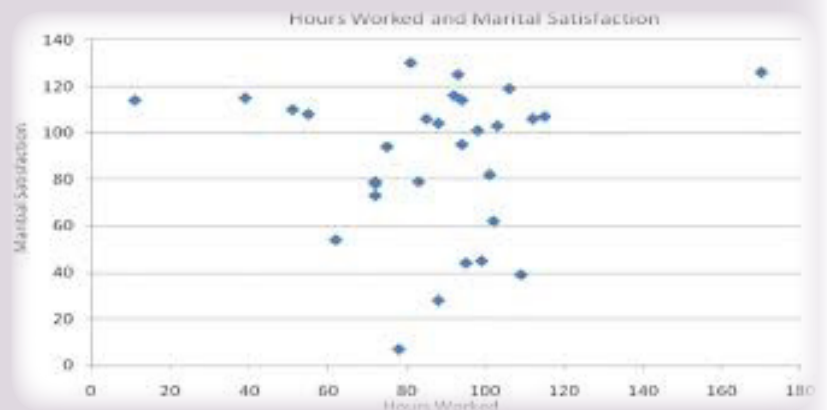
- ❖ How does your spouse feel about your employment, employer and method of work? Describe in full how this situation affects you.
- ❖ What is the quality of your married life in general? Please give a full situational sketch.
- ❖ How has it progressed over the years? What has gone wrong?
- ❖ Discuss in full the following aspects – positives and frustrations – within your marriage:

- Quality of loving co-existence and co-partnership:

- Romance:

- Communication:

- Sexual life:



- ❖ Quality of your sexual life.
- ❖ Do you find your sexual relationship fulfilling?
- ❖ If not, give reasons and your ideal.
- ❖ What do you think the reasons for your sexual problems are (if any)?
- ❖ Were you ever involved in an extra-marital affair? What gave rise to this?
 - Describe how you would like to experience your intimate relationship.

9. Where do you stand in terms of the factors below?

- ❖ Classify the following 4 factors in actual and ideal order as applicable to your life and your feelings. These are the factors which demand your energy and attention every day.

Actual		Ideal
	Self	
	Spouse	
	Family	
	Work	

- ❖ What determines this specific order?

10. Normative standards: Is this still important in your life?

What is your normative life like?

- ❖ Do you believe, and what is the origin?
- ❖ Are you a devoted churchgoer? How do you practise your affiliation?
- ❖ Have your faith and religion grown over the years?
- ❖ What process determines/regulates the answer to the above?

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- ❖ How would you describe your relationship with your Creator and why?
- ❖ What aspects in your faith life need attention?
- ❖ Does religion have a place at work?
- ❖ How can you work unhindered according to what you believe?

11. Do an analysis of your goals in terms of the following areas and also rank these aspects in your life right now:

0: No goals as yet

1-2: Goals set, but no progress is being made

3-4: Goal set, and progress is already being made in a half-hearted way

5-6-7: Goal set, and progress towards the goal is being made in a satisfactory way

8-9: Close to achieving the goal

10: Goal accomplished

NA: Not applicable



	Goal analysis	Ranking
Vocation/ job		
Mental health		
Education		
Family		
Marriage		
Personal		
Social		
Recreation / Leisure time		
Physical health		
Spiritual		
Retirement		
Community service		

“The only job security you have today is your commitment to continuous improvement.” Ken Blanchard

12. Are you in the winter of your career?

Winter is the time to envision the upcoming harvest. It is a time for brainstorming, revisiting your dreams, setting new goals and making plans about how to fulfil your dreams



13. Are you in the spring of your career?

Spring is the prime time to plant the ideas from the winter season. It is the time for sowing seeds and paying the price for future success.

14. Are you in the summer of your career?

It is the right time for cultivation and fertilisation – a time for personal growth.

Affirm the following:

- ❖ I know what my needs and values are.
- ❖ I make the most of every opportunity I have.
- ❖ I never do something because I feel I should or ought to do it.

15. Are you in the autumn of your career?

It is the time to produce the rewards of your planning, planting and efforts. It is the time to celebrate the accomplishments of your hard work.

Affirm the following:

- ❖ I have a clear framework for making the most effective use of my time and I stick to it as long as it serves me well.
- ❖ I finish things properly so they don't come back to annoy me.
- ❖ I am self-disciplined and perfectly able to manage myself.

16. Test your season by completing the following career-wellness questionnaire

After you have read each statement, and using the following scale, please decide the degree to which the statement accurately describes your own situation and your own feelings:

1. Completely disagree (CD)
2. Mostly disagree (MD)
3. Slightly disagree (SD)
4. Undecided (U)
5. Slightly agree (SA)
6. Mostly agree (MA)
7. Completely agree (CA)

	1 CD	2 M D	3 SD	4 U	5 SA	6 M A	7 CA
1. I feel emotionally well and not burned out.							
2. My life outside of work affects my work performance and productivity positively.							
3. My physical health is good.							
4. My work affects my life outside of work positively.							
5. I am well enough to do my job.							
6. A day in my job leaves me feeling energised and not burned out.							
7. My work is stimulating and not boring.							
8. I am proud of what I do and enjoy telling people about it.							
9. I enjoy going to work in the morning.							
10. I would pursue what I do even if I didn't need the money.							

11. The results of my efforts make a real contribution that really matters to me.							
12. I find my job satisfying.							
13. I am bigger than my job and could be contributing more.							
14. I am performing at my peak.							
15. I am productive in my current job.							
16. I am able to deliver the quality and quantity of work expected of me.							
17. I am clear about what is required of me in my job.							
18. I am doing a job that optimises my own strengths and abilities.							
19. I feel like a duck in a pond. My work is a natural expression of my talents and personality.							
20. My job meets most of my interests.							
21. I enjoy the work I do.							
23. I get positive feedback on how I am doing.							
24. I am clear about how well I am doing in my job.							
25. I am developing new competencies for my job and future jobs.							
26. I have all the competencies I need to do my job now.							
27. I would be pleased to make a job or career move.							
28. I have a clear idea of what I want to achieve in my career.							
29. I have a clear personal mission.							
30. I have career aspirations in my current organisation.							
31. I know what I really want to do in my life.							
32. My work supports my personal mission.							

Source: Andrew Bramley

17. Work through the following questions to understand your career phases better:

- ❖ What is cluttering your life?
- ❖ What inspires you?
- ❖ What keeps you awake at night?
- ❖ What can you do to live a more balanced life?
- ❖ If you could choose five things to do outside of work that would nourish your soul, what would they be?

- ❖ Remember a time when you were truly happy. What did it feel like? How can you feel like that again?
- ❖ How can you strengthen your relationship with a significant other?
- ❖ What makes life worth living?
- ❖ What gives your spirit, mind, heart and body, energy?
- ❖ What are you trying to accomplish?
- ❖ What can you do less of? What should you do more of?
- ❖ What is complicating your life right now? How can you simplify it?
- ❖ What are you committed to?

Phases of Finding a Job



18. What is your passion for life?

Are you excited about being alive? Are you a complainer or a victim? Sooner or later life gives everyone a beating. What was your beating? How have you responded? Has it taken the life, the passion, out of you or has it caused you to redouble your efforts?

Affirm the following:

- ❖ I know what I'm passionate about and what inspires me.
- ❖ I know my mission and purpose in life.
- ❖ I spend time doing what I love.

19. What is your passion for the organisational vision and personal vision?

Do you care about a picture of a desirable future? Do you know what it is? Do you think that your purpose and reason for existence are noble?

Affirm the following:

- ❖ I have a strong sense of my direction in life.
- ❖ I have a deep sense of inner satisfaction and joy of life.
- ❖ My life feels abundant and full of opportunities.

20. What is your passion for your values?

Which of your values really fire you up?

Affirm the following:

- ❖ I express myself fully - my true essence, spirit, love and vitality.
- ❖ I listen carefully to what people are telling me, and enable them to feel completely understood.
- ❖ I am appreciative of the things in my life and see the beauty in all that surrounds me.
- ❖ I am actively orientating my life around my values.

“Goals are for the future; values are for now. Goals are set, values are lived. Goals change; values are rocks you can count on.” Ken Blanchard

21. What is your passion for the work you do?

Affirm the following:

- ❖ I love my work and have a career strategy that is working.
- ❖ I am happy and fulfilled in my personal and professional life.
- ❖ I feel comfortable and able to fully express myself in the work I do and in the way I spend my time.

22. What is your passion for your organisation?

Are you curious about a many things and excited about new ideas?

23. What is your passion for others?

Do you really care about people and do you place a high value on relationships and connections?

I am consistent. People understand me and know where they stand with me.

I am confident that I can create a compelling future for myself and those closest to me.

24. What is your passion for leaving a mark?

What kind of impact do you want to have on the organisation? How do you intend to go about doing it?

Affirm the following:

- ❖ I'm clear about what I want to be known for in life.
- ❖ I am very well regarded by those around me for my expertise and experience.
- ❖ I don't have any major hassles at work – essentially my work is more like play.

25. How old are you right now?

Fill in the gaps in the following sentences:

1. In other people's eyes, I look as though I am about years of age.
2. In my own eyes, I judge my body to be like that of a person of about years of age.
3. My thoughts and interests are like those of a person about years of age.
4. My position in society is like that of a person about years of age.
5. Deep down inside, I really feel like a person about years of age.
6. I would honestly prefer to be about years of age.

26. Be who you really are

"Often people attempt to live their lives backwards: they try to have more things, or more money, in order to do more of what they want, so they will be happier. The way it actually works is the reverse. You must first be who you really are, then do what you need to do in order to have what you want."

Margaret Young

Affirm the following:

- ❖ I rarely feel drained by the way I spend my day – essentially I have as much energy at the end of the day as I did at the start.
- ❖ I am willing to learn from the lessons in my past.
- ❖ I can always be counted on to follow through and to meet previously agreed expectations.

27. Loving life's questions

- ❖ How do you act when you are wrong?
- ❖ Do people know you by what they see or what they hear?
- ❖ Are you content with what you have?

- ❖ Have you made peace with yourself?
- ❖ Do you know what you love?
- ❖ What do you like most about your life? Have you discovered your authentic style?

Affirm the following:

- ❖ I have clear boundaries and communicate them to those around me.
- ❖ I am well respected by the people around me.
- ❖ I have the right systems and all the equipment I need to support me and enable me to be fully productive.

28. Be clear on your purpose in life

- ❖ What values are most important to you?
- ❖ What interests you most?
- ❖ What do you feel passionate about?
- ❖ What is important to you?
- ❖ What do you want to accomplish?

- ❖ What do you want to contribute?
- ❖ What do you believe in?
- ❖ What is your potential?
- ❖ What are your strengths?
- ❖ What do you stand for?

Affirm the following:

- ❖ At any one moment I am clear about what is the single most important investment of my time.
- ❖ I know what my ideal work looks like.
- ❖ I build on my personal strengths and delegate my weaknesses to others.

29. How is your self-image?

Answer each question by circling the appropriate response.

R = Rarely; S = Seldom; O = Often; U = Usually; A = Always

Scoring points	0	0	1	2	3
1. I make friends easily	R	S	O	U	A
2. I make good decisions	R	S	O	U	A
3. I am competent in my job	R	S	O	U	A
4. I am open to new, growing experiences	R	S	O	U	A
5. I respond objectively during crises	R	S	O	U	A
6. I laugh frequently	R	S	O	U	A
7. I am considered responsible by others	R	S	O	U	A
8. I am considerate of others	R	S	O	U	A
9. I take charge of my life	R	S	O	U	A
10. I meet my commitments	R	S	O	U	A
11. I enjoy life	R	S	O	U	A
12. I am thoughtful	R	S	O	U	A
13. I am respected by others	R	S	O	U	A
14. I am creative	R	S	O	U	A
15. I am successful	R	S	O	U	A
16. I follow through on my plans	R	S	O	U	A
17. I have an active social life	R	S	O	U	A
18. I enjoy some time on my own	R	S	O	U	A

19. The opposite sex sees me as attractive	R	S	O	U	A
20. I am loving to others	R	S	O	U	A

Scoring: For each “Often” you have circled, give yourself one point. For each “Usually” you have circled, two points; for each “Always” three points. No points are given for “Rarely” and “Seldom”. Add your points and mark your score with an “X” on the scale below.

Poor	Average	Good	Unrealistic
0-10	20-25	30-40	45-60

30. Subjective character evaluation

Item								Item
Reserved	1	2	3	4	5	6	7	Outgoing
Concrete	1	2	3	4	5	6	7	Abstract
Ambivalent	1	2	3	4	5	6	7	Stable
Accommodating	1	2	3	4	5	6	7	Assertive
Sedate	1	2	3	4	5	6	7	Enthusiastic
Timid	1	2	3	4	5	6	7	Bold
Tough	1	2	3	4	5	6	7	Sensitive
Trusting	1	2	3	4	5	6	7	Suspicious
Practical	1	2	3	4	5	6	7	Imaginative
Unpretentious	1	2	3	4	5	6	7	Polished
Confident	1	2	3	4	5	6	7	Apprehensive
Conservative	1	2	3	4	5	6	7	Liberal
Group-dependent	1	2	3	4	5	6	7	Self-trusting
Undisciplined	1	2	3	4	5	6	7	Controlled
Relaxed	1	2	3	4	5	6	7	Tense
Happy	1	2	3	4	5	6	7	Burdened
Contented	1	2	3	4	5	6	7	Dissatisfied
Domestic	1	2	3	4	5	6	7	Adventurous
Calm	1	2	3	4	5	6	7	Excitable
Enthusiastic	1	2	3	4	5	6	7	Wearied
Guilt-free	1	2	3	4	5	6	7	Guilt prone
Moralistic	1	2	3	4	5	6	7	Unethical

Warm	1	2	3	4	5	6	7	Distant
Amiable	1	2	3	4	5	6	7	Overbearing
Positive self-image	1	2	3	4	5	6	7	Poor self-image

31. Make time for your loved ones

A son once asked his father whether he could see and talk to him for a while, but his father replied that he was just too busy. The son then asked his father how much money he earned during a day and per hour, to which his father replied: “About R400 an hour”. Later the son asked whether his father would come and watch his hockey game. The father replied that he had a golf day on that day and that it was very important to talk to clients and to build networks. Later the son asked his father for R150, which he was given very reluctantly.

The son gave the R150 and R250 that he had saved over the previous couple of months to his father, with the request: “Can I now please see you for an hour?”

Affirm the following:

- ❖ I regularly tell those closest to me that I love them.
- ❖ I know what my ideal home, friends and family situation look like.
- ❖ I am willing to love and to give unconditionally without expecting anything specific in return.

32. Be a success by analysing your options when you make decisions

Now think of the way you make decisions every day and indicate the extent to which you demonstrate the characteristics below. After reading each statement, decide on the degree to which the statement accurately describes your own situation.

1. Think about your rating by starting from the middle, namely the rating 4.
2. Decide whether your decisions tend more to the left or to the right.
3. If you tend more to the left, then decide whether it is **completely** to the left (a 1 rating), **mostly** to the left (a 2 rating), or **slightly** to the left (a 3 rating).
4. Apply the same guideline if you tend more towards the right: **completely** to the right (a 7 rating), **mostly** to the right (a 6 rating), or **slightly** to the right (a 5 rating).

When you make decisions:

Item								Item
1. Are you being bitter	1	2	3	4	5	6	7	Being better
2. Are you indifferent	1	2	3	4	5	6	7	Decisive
3. Are you lukewarm	1	2	3	4	5	6	7	Full of enthusiasm
4 Do you say: " If we can"	1	2	3	4	5	6	7	Say: "How we can"
5. Do you give up	1	2	3	4	5	6	7	Get up
6. Are you blending in	1	2	3	4	5	6	7	Standing out
7. Do you go for security	1	2	3	4	5	6	7	Go for risk
8. Do you think of how much we do	1	2	3	4	5	6	7	How much we get done
9. Are you resisting	1	2	3	4	5	6	7	Receiving
10. Are you complaining	1	2	3	4	5	6	7	Obtaining
11. Are you trying	1	2	3	4	5	6	7	Committed
12. Are you looking for peace	1	2	3	4	5	6	7	Strife
13. Are you determined	1	2	3	4	5	6	7	Discouraged
14. Are you steering	1	2	3	4	5	6	7	Drifting
15. Do you focus on priorities	1	2	3	4	5	6	7	Aimlessness
16. Do you focus on solutions	1	2	3	4	5	6	7	Problems

33. Be an abundant thinker by looking for the doors of opportunity

- ❖ "Opportunities and motivation are connected.
- ❖ Great attitudes precede great opportunities.
- ❖ Today is the best day for an opportunity.
- ❖ Opportunities don't present themselves in ideal circumstances.
- ❖ Opportunities without commitment will be lost.
- ❖ Opportunities are born out of problems.
- ❖ Opportunities either multiply or disappear.
- ❖ Opportunities must be nourished if they are to survive."

John C Maxwell

34. Let's take some preventative measures

- ❖ Which 3 things in your life would you (most) like to change and why?
- ❖ What is preventing you from doing so?
- ❖ What do you have the most qualms about and what is it doing to your health.
Name three dominant issues.

Affirm the following:

- ❖ I have things to look forward to, and smile and laugh out loud every day.
- ❖ I look forward to going to work and/or my daily life.
- ❖ I know what my ideal day looks like.
- ❖ I commit to deadlines and consistently deliver on time.

35. Ignite your passion

Clue to Passion	Question to Ask
Willingness to confront reality	<ul style="list-style-type: none">❖ What serious mistakes have you made, and how are you a stronger person because of them?❖ What are your weaknesses, and how do you intend to minimise their impact?❖ What are your strengths, and how do you intend to maximise their impact?❖ How do you feed opportunities and starve problems?❖ How do you know when to follow schedules and budgets and when to discard them?❖ How have you contributed to your own problems?

Ability to discern the truth about who we are and what we want and need	<ul style="list-style-type: none"> ❖ Who are you? ❖ What do you need? ❖ What do you want?
Capacity to transform information and knowledge into wisdom	<ul style="list-style-type: none"> ❖ What criteria do you use to prioritise activities? ❖ How will you relate to internal and external customers? ❖ How will you know when to pursue and when to let go?
Alignment between personal and organisational aspirations	<ul style="list-style-type: none"> ❖ What are your personal aspirations? ❖ How do they line up with our organisation's vision?
Desire to make a difference	<ul style="list-style-type: none"> ❖ How will the organisation be different in five years' time if they hire, develop or promote you?
Love for labour	<ul style="list-style-type: none"> ❖ What turns you on about your work? Why? ❖ What excites you about our organisation? Why? ❖ What would you like to do more of? ❖ How could we work together to develop you in these areas?
Indignation over conditions	<ul style="list-style-type: none"> ❖ What makes you really mad?
Evidence of battle scars	<ul style="list-style-type: none"> ❖ What have been your three greatest fights? ❖ Are you glad you had those fights? Would you do it again? ❖ What would you do differently the next time? ❖ What have you learned about when, where and how to fight? ❖ What were you tempted to learn that wasn't helpful? ❖ What issues or situations lead you to put on your battle gear? ❖ What did you contribute to the problem?

An amateur's orientation	<ul style="list-style-type: none"> ❖ What do you know about your field of expertise? ❖ What do you not know about your field of expertise? ❖ What makes you nervous? Leaves you feeling unsure? ❖ How would you go about expanding your grid?
Being young at heart	<ul style="list-style-type: none"> ❖ How do you intend to keep yourself young – in mind and heart, not just in body?

Source: James R Lucas. The Passionate Organisation: Igniting the fire of employee commitment.

36. Learn the alphabet of success

- "A Action
- B Belief
- C Commitment
- D Direction
- E Enthusiasm
- F Faith
- G Goals
- H Happiness
- I Inspiration
- J Judgment
- K Knowledge
- L Love
- M Motivation
- N Non-conformity
- O Obedience
- P Persistence
- Q Quality
- R Righteousness
- S Steadfastness
- T Thankfulness



U Uniqueness
V Vision
W Wisdom
X (E)xcellence
Y Yieldedness
Z Zeal”

John L. Mason

37. Do you make time to refuel your tank?

What percentage of the time do you get an adequate amount of each of the elements below?

	0	10	20	30	40	50	60	70	80	90	100%
1. Rest											
2. Good nutrition											
3. “Non-stressful” exercise											
4. Time alone											
5. Time to read and learn											
6. Time for spiritual growth or relaxation											
7. Intimacy and love											
8. Fun, joy and playing											
9. Quality time with family and friends											
10. New interests or hobbies											
11. Relaxing vacations											
12. Pursuing a purpose											

Choose **one area** that is low and creatively brainstorm ways to increase the time devoted to this area by **10% over the next month**. The purpose in setting a modest goal is to be sure that it is **attainable**.

“A small improvement in one critical area can make a big difference to your energy preservation. Don’t leave it for tomorrow. Kill the stress bug now!” Dr Susan Wolmarans

38. Some x-ray questions that you can work through from time to time: Part one

1. What do you want or desire? To what desires do you give in?
2. What are you striving for? What are your goals and expectations?
3. On what do you place your hope?
4. What are you afraid of? What do you not want? What are you worried about?

5. What, in your opinion, are your needs?
6. What makes you tick? What raises your spirits? What is the inspiration in your life?
7. Where do you find safety, protection, escape or security?
8. Who or what do you trust?
9. Whose actions mean a lot to you? On whose shoulders does your life rest?
10. Whom must you please? Whose opinion is the most important? Whose approval do you seek and whose rejection do you fear? Whose values count? In whose eyes do you live?

11. What do you love? What do you hate?
12. Who are your role models? In your opinion, what type of person should or do you want to be?

39. Some x-ray questions that you can work through from time to time: Part two

13. On your deathbed, what would you say made your life worthwhile? What really matters? What gives meaning to your life?
14. How do you define success or failure in any specific situation?
15. What would make you feel lucky? What would make you happy?
16. What would give you the most pleasure? What would cause you the most pain and unhappiness?

17. Whose success will make your life happy?
18. What do you regard as your right? To what can you lay claim?

11. What do you love? What do you hate?
12. Who are your role models? In your opinion, what type of person should or do you want to be?

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17. Whose success will make your life happy?
18. What do you regard as your right? To what can you lay claim?

19. In which situations do you feel under pressure or tense, self-confident or relaxed? If you are tense, what would you do? What do you think of? What are your escape routes? From what do you want to escape?

20. What do you want from life? What type of reward do you from the things you do? What do you get from doing these things?

21. What do you pray for?

22. What do you think of most of the time? What do you involuntarily think of in the morning?

23. What do you talk about the most? What is important to you?

24. How do you spend your time? What are your priorities?

25. What are your typical fantasies - positive or negative? Daydreams? What do you usually dream of at night?

26. What are your beliefs about life, God, yourself, others? What is your perception of the world? What are your values?

27. How do you live for yourself?

28. What feels instinctively right for you? What are your views? What do you believe is true? What drives your instinct?

1. Find your passion. What do you care about most? Give an overview of what drives you and what you could do without. Allow your passion to take more priority in your life.

2. Follow the big picture of your life. Don't waste time on things that aren't important or that don't become part of the big picture. Allocate your time more efficiently.

3. **Spell out to yourself a dream version of your passion.** How does it feel? What does it look like? Where would it take you?

4. **Get a move on.** Don't wait until a better time to move towards what you want. There is no better time. The time is now.

5. **Stay open to changes.** Just because things aren't going exactly according to plan doesn't mean they are not in alignment. Trust the process.

COMMITEMENT TO GROWTH AND SELF-IMPROVEMENT

I, HEREBY UNDERTAKE IN THE FUTURE TO UTILISE THE KNOWLEDGE AND SKILLS WHICH I HAVE ACQUIRED WHILE STUDYING THE WORK-BOOK FOR MY OWN BENEFIT AND FOR THE BENEFIT OF THOSE AROUND ME.

IN PARTICULAR I WANT TO BRING ABOUT AN IMPROVEMENT IN MY BEHAVIOUR AND WITHIN MYSELF WITH REGARD TO:

--

ACKNOWLEDGEMENTS

My views, insights and conclusions about the ideas of the Power Hour series of People and Change Management Coaching booklets stem also from my extensive reading of the work of the authors acknowledged below. It has been very useful in validating my ideas, theories and concepts, as well as providing further insight and viewpoints, and I would like to express my sincere thanks and appreciation to these authors.

- Careful attention has been given to making the necessary acknowledgements.
- We welcome your comments as well as any input regarding recognition or references that we may have omitted inadvertently.
- Please be assured of our *bona fides* in this regard.
- Do not hesitate to point out any oversights of this nature so that we can make the necessary changes as soon as possible for future editions.

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Blanchard, Ken. *The heart of a leader*.

Briner, Bob. *The management methods of Jesus*.

Brown, Jackson. *Life's little instruction booklet. 511 Reminders for a happy and rewarding life*.

Buzan, Tony. *The power of spiritual intelligence*.

Coetzee, Annie. *I think... feel....am! A new approach to self-empowerment*. Covey, Stephen. *Daily reflections for highly effective people*.

Crawfield, Norman. *Reconstructing your personality*.

De Bono. *Tactics - The art and science of success*.

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Flaherty, James. *Coaching- Evoking excellence in others*

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Hay, Louise. *Love yourself, heal your life.*

Hughes, Selwyn. *The 7 laws of spiritual success.*

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Lindenfield, Gael. *Shortcuts to keeping your cool.*

Lipkin, Mike. *Mampodil 100 mindsparks to light up your head, heart, body and soul.*

Mason, John. *An enemy called average.*

Mason, John. *Know the limits - and then ignore them.*

Mason, John. *Why ask why - If you know the right questions you can find the right answers.*

Mayne, Brian and Sangeetha: *Create a powerful blueprint to bring out the best in yourself – and your life*

Maxwell, John, C. *Failing forward: Turning mistakes into stepping stones for success.*

Maxwell, John, C. *Living at the next level. Insights for reaching your dreams.*

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Maxwell, John, C. *Your bridge to a better future.*

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McGinnis, Alan. *Bringing out the best in people.*

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Murdock, Mike. *The law of recognition.*

Ortberg, John. *Everybody's normal till you get to know them.*

Ortberg, John. *If you want to walk on the water, you've got to get out of the boat.*

Richardson, Cheryl. *Stand up for your life.*

Robbins, Anthony: *Giant steps - Small changes to make a big difference.*

Salmansohn, Karen: *A cynic's guide to spiritual happiness.*

Schuller, Robert. *Tough times never last, but tough people do.*

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Sieg, Diane: *Rescue strategies for the overworked and overwhelmed. Stop loving like an emergency.*

Silvoso, Ed. *Anointed for business.*

Treat, Casey. *Daily steps to renewal.*

Van Jaarsveld, Pieter. *The heart of a winner - Developing your emotional intelligence.*

Veenman, Warren & Eichhorst, Sally. *Unleash your potential and live your ultimate life. Awaken the infinite power within and create the life of your dreams.*

Veenman, Warren & Eichhorst, Sally. *Awaken the infinite power within and create the life of your dreams.*

Veenman, Warren & Eichhorst, Sally. *Dare to succeed.*

Warren, Rick: *The purpose driven life*

Williams, Nick. *Unconditional success. Loving the work we were born to do.*

Williamson, David; Gay, Lynn and Knapp, Robert. *Twelve powers in you.* Wright, Norman. *Making peace with your past.*

My strong message:

To the Government: Strive towards zero tolerance in terms of bad behaviour.

To Chief Executive Officers: Develop your EQ (emotional intelligence) and bring back commitment to the workplace, thinking more about the legacy you will leave behind than...

To Management: strive to be people of influence, leaders, but leaders who serve and play their role as coaches, helping others to achieve greatness.

To all Staff: Consider the following questions: Who am I? Why do I exist? Where do I want to be in five years' time?

To all Teachers: You play such a key role. Keep on making deposits in young people's lives.

To all Parents: Give your children some space to experience life and guide them with a firm, loving hand.

To the Youth of South Africa: You can make a difference, but be respectful.

To Church Leaders: Be relevant.

My passion is people and the energy potential they have.



Mario Denton MBA; M.Econ; PhD

PHASE ONE: OBTAINING CORPORATE EXPERIENCE - LEARNING THE ROPES

Has 17 years' experience in human resources management in the corporate world, started with SANLAM and moved on to METROPOLITAN LIFE in Organisational Development and end this phase as Group Manager: Human Resources PROTEA ASSURANCE, during this period completed a MBA, MEcon as well as **Registered Industrial Psychologist**.

PHASE TWO: ESTABLISHMENT OF BUSINESS SCHOOL ACADEMIC- SHARPENING THE SWORD

- From 1997-2007 teaching in Organization Behaviour and also International Human Resource Management, People and Change Management, High Impact Leadership, Management Consulting, Emotional Intelligence, Executive Coaching at the University of Stellenbosch, Graduate School of Business. During this period completed my PhD and register Strong Message Business Consultancy in 1997.
- Presented People Management practices 44 times consecutively to MBA students without being absent for even one day and trained around 3000 participants in Emotional Intelligence.

- Academic project manager and coordinator for 22 international groups doing their international electives at the USB.
- The area of Advanced Leadership, Making Human Capital the differentiating factor Facilitating perpetual and complex change for REIMS France (11 times), University of Antwerpen, University of Cape Town, UWC, Dortmund and Leipzig HHL Germany (9 times) Aarhus Denmark, Graz, Austria, Maastricht, University of Indonesia, University of Central Oklahoma and the University of Cuttington Liberia, Europa-Universität Viadrina Frankfurt (Oder), Bangalore Management Academy in Bangalore and Poddar/Wellingker College in India, Leipzig, Mauritius, Marseilles.
- International papers and conferences in London, Amsterdam, Oxford, Antwerp. Geneva Switzerland, Australia, Shanghai and published twelve books, six international articles, two case studies and a chapter in a book, has successfully being the study leader/supervisor for 160 completed MBA research projects.

PHASE THREE: TAKING UP THE CHALLENGE OF BUSINESS CONSULTANT, VISITING LECTURER, IMPACT PLAYER AND EXECUTIVE COACH - PRACTICE WHAT YOU PREACH

- Strong Message Business Consultancy: I am a very experienced business consultant both in private and public sector and recognised impact player in organizational effectiveness and renewal and have been involved in several major strategic and corporate initiatives. Have done business consultancy for organisations including but not limited to Sanlam, Santam, First National Bank, Eben Donges Hospital, Oceana, Department of Health Overberg Region, Western Cape Department of Education, SCIR, APL Cartons, Cape Union Mart, Desmond Tutu TB Centre, Consol Glass, SPAR, Barloworld. XSTRATA, Tiger Brands, SA Navy, Nedcor, Old Mutual, FNB, DE Beers, Government, Kumba, Clickatell, Coca Cola Sabco, Karsten Boerderie, Water and Sanitation of City of Western Cape, City of Windhoek, FNB Namibia, Lumber City, visiting lecturer for Peniel Consultancy. Mario has done 250 radio talks: Programme: Wisdom that Works.
- Have done training in Cairo, Egypt, being trained as a Character First Consultant in Oklahoma and have done this training in Namibia, Ghana, Uganda, Nigeria, Malawi, done a presentation on the 29th FCCI Marketplace conference in Denver, USA, train 400 students including executive students in Kumasi Ghana, talking to the Crown Board in Nigeria, attending a strategic thinking session in Toronto, Canada and FCCI conference in Naples, Florida, Haggai Advanced Leadership Programme, Maui, Hawaii, trained as a Faculty member in Singapore for the Haggai Institute, lecturing in Maui on personal leadership and goal setting 7 times. Have done corporate governance for Kaduna State in Nigeria.

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Meet the person; Mario is married with Mariene (his first love) since 1979 and has three sons Du Wayne, Desmond and Marinus and three granddaughters. He spends time reflecting at his holiday house at Pringle bay. He is a servant leader.