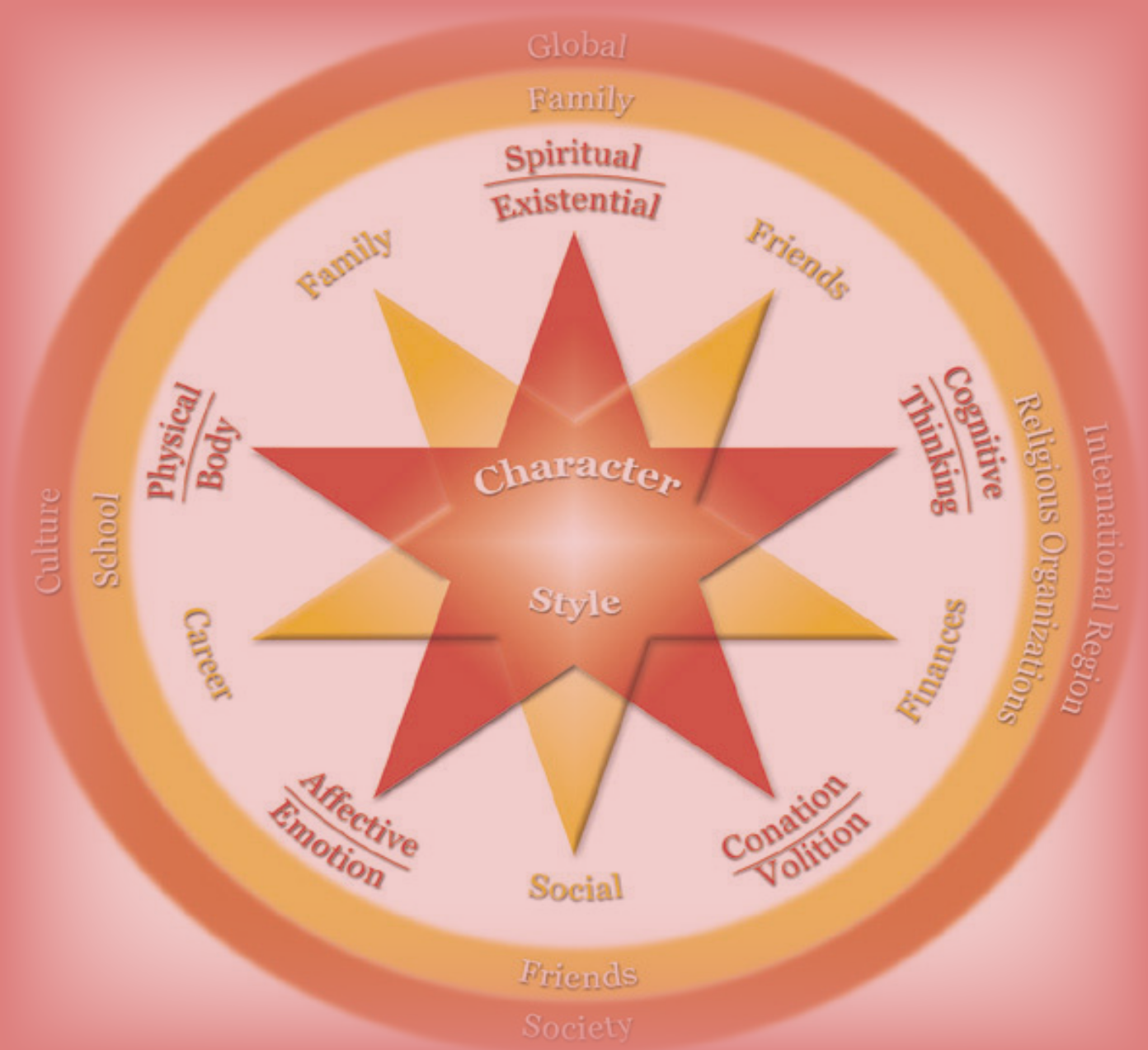


CAREER SUCCESS AND FAMILY EXCELLENCE



DR MARIO DENTON

Introduction

This book was started after I had done research on career wellness, optimising marriage excellence, and enrichment. Another reason for these notes was the various MBA students who have approached me over the years because they were struggling to cope with their career and work, as well as their families. I therefore 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 of abundance.

Special thanks to my wife and family for their support.

Mario Denton



THE STRONG MESSAGE POWER HOUR BUSINESS PRESENTATIONS/COACHING BOOKLETS

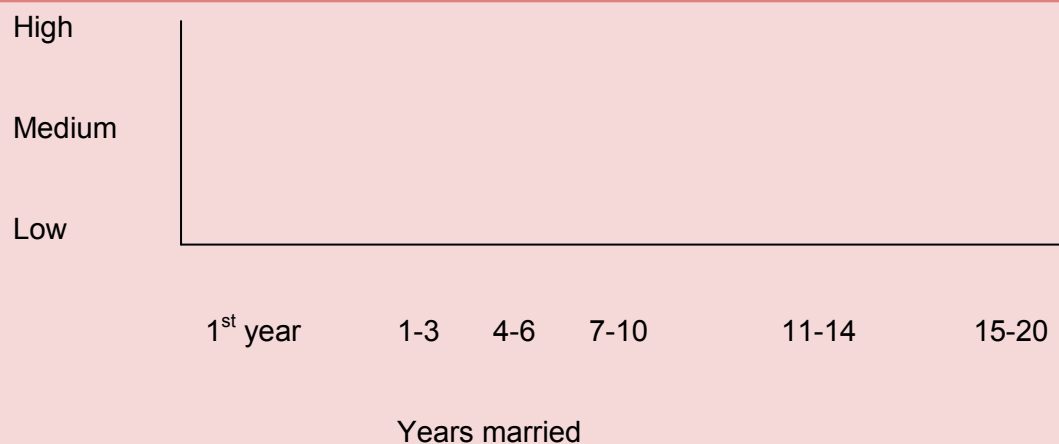
1	Fundamental principles of people and change management	
2	Discover the true value of your team	
3	Developing sound relationships - the fabric of building trust	
4	Maximising your potential - building energy and commitment	
5	What is in the well will come out in the bucket	
6	Smell the roses - Your garden of life	
7	Mindset of a champion	
8	Discovering your mental net worth - renewing your mind	
9	Being an abundant thinker	
10	The seasons of a manager's life	
11	Career Success and family excellence	
12	Bring out the best in people	
13	Don't be happy with success. Make a difference. Strive for significance	
14	Developing harmonious relationships	
15	Emotional competence. The missing link towards optimal performance	
16	Performance appraisals. From curse to blessing	
17	Developing your spiritual intelligence	
18	Raise the bar of excellence	
19	Facilitating perpetual change	
20	Finish well	
21	From Nipper (junior lifesaver) to wave-ski Springbok by stretching the limits	
22	Developing a character of integrity	
23	The ABC of Health	
24	Be a real servant leader	
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27	Value added coaching – a sustained way of keeping at the top of things	

28	Natural Laws of Success	
29	The Things I wished I have done sooner	
30	Things that mentors should teach us.	
31	Business prayers that avail much	
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33	Teach ability. You need to crawl before you walk	
34	Encouragement: The oxygen of the soul	
35	Letting go of the things that don't add value	
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37	Be courageous. Stand for what is just, right and fair	
38	Burnout: Make it your ambition to live a quiet life	
39	Detoxification in the workplace	
40	What life lessons they should have told MBA students at Business Schools	
41	Corporate viruses	
42	Jumpstarting your team	
43	What they should do to detoxify organisations	
44	Pull people up	
45	Spiritual emptiness	
46	Minimise the resistance to change	
47	Increase wellness in workplace	
48	Be a learning organisation	
49	What they should do to revitalize the motivation level in organizations?	
50	Maintaining and sustaining optimal change	
51	Leading a workforce who's moral and trust are low	
52	Make a success of career planning	
53	Minimising discrimination in the workplace	
54	Minimising frustration in the workplace	
55	Changing the culture of the organisation	
56	Be a change agent	
57	Revitalising an organisational motivational levels	
58	Increasing the energy levels in an organisation	
59	Be part of the inner circle of change agents	
60	Increase the engagements levels in the workplace	

61	Career complacency will be something of the past if	
62	Discrimination in the workplace will be minimised by.....	
63	Organisation politics will not flourish if	
64	Make a success of career planning by.....	
65	Revitalise an organisation's motivational levels by.	
66	Stop playing games in organisations by	
67	Change an organisation's culture by doing	
68	Walk the talk by doing	
69	Minimise the frustration of leaders by	
70	Be a change agent by doing	
71	Leading a workforce whose morale and trust are low by doing.	
72	Bring a paradigm shift in the organisation by	
73	Prevent self neglect by	
74	Increase the energy levels within an organisation by	
75	Prevent managerial derailment by	
76	Attacking the negativity virus in the workplace by	
77	Take energy sappers out in the workplace by	
78	Minimise the biggest frustrations in the workplace by	
79	Recharge your batteries as a leader by	
80	Quit as a leader when you	
81	Be a learning organisation by	
82	Minimise the resistance to change by	
83	Increase transparency in the workplace by	
84	Create a discipline work environment by	
85	Increase wellness in the workplace by	
86	Ask more relevant questions	
87		
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96		
97		
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99		
100	High Achievers	

1. Plot your level of marriage satisfaction



By drawing a line, indicate your level of satisfaction over the duration of your marriage. If you need to change the figures at the bottom of the graph, please feel free to do so.

Now use a dotted line to indicate what you believe your spouse's level of marital satisfaction has been over the duration of marriage.

Affirm the following:

- ❖ I have a team of friends/family/colleagues who support me.
- ❖ I sleep well, eat a well-balanced diet and exercise as much as I need to.



2. Are any of the following areas a concern to you?

Tick any of the following areas that apply to you and place a X next to any that apply to your partner:

Perfectionist tendencies	Overworked	Sleep problems	
Compulsive behaviour	Procrastination	Difficulty at work	
Type A behaviour	Smoke	Insomnia	
Risk taker	Suicidal threats	Crying	
Impulsive behaviour	Suicidal behaviour	Use of pornographic material	
Loss of control	Withdraws from others	Aggressive behaviour	
Use of drugs	Worry	Verbally abusive	
Use of alcohol	Depression	Physically abusive	
Over-eating	Low self-esteem	Lazy	

Which of the above concern you the most?

3. Fulfilling and upsetting experience

- ❖ What has been one of the most fulfilling experiences in your marriage?
- ❖ What has been one of the most upsetting experiences in your marriage?
- ❖ What personal and marital behaviours would you like to change in yourself?
- ❖ What personal and marital behaviours would you like to see changed in your partner?
- ❖ What personal and marital behaviours would your spouse like to see changed in you?

Affirm the following:

- ❖ Both of us are courteous, kind and gracious in the way we speak to one another.
- ❖ When we do disagree and have an argument, we seek to reconcile our differences before the day is over.
- ❖ We don't lie to each other, but always speak truthfully.

4. Identifying your conflict areas

Tick any of the following decision-making areas of marriage that are areas of conflict at present:

Leisure activity	How to celebrate special occasions	Household chores	
Cleanliness of home	How to entertain friends and relatives	Frequency of sex	
Who initiates sex	TV shows	Child-rearing practices	
How often to see relatives	Family size	Use of finances for necessities	
Where to live	How you spend free time together	Use of finances for recreational use	
Where to attend church	How you spend free time apart	Other	
Selecting gifts for others	Vacation plans		

5. Communication in your marriage

Please tick the applicable blocks for each question.

Me	Partner	Neither	Question
			1. Listens when the other person is talking
			2. Appears to understand his/her spouse when they share
			3. Tends to amplify and say too much
			4. Tends to condense and say too little
			5. Tends to keep feelings to himself/herself
			6. Tends to be critical or nag
			7. Encourages his/her spouse
			8. Tends to withdraw when confronted

			9. Holds in hurts and becomes resentful
			10. Lets the other partner have his/her say without interrupting
			11. Remains silent for long periods of time when the other is angry
			12. Fears expressing disagreement if the other becomes angry
			13. Expresses appreciation for what is done most of the time
			14. Complains that the other person doesn't understand him/her
			15. Can disagree without losing his/her temper
			16. Tends to monopolise the conversation
			17. Feels free to discuss sex openly with his/her partner
			18. Pays compliments and says nice things to his/her spouse
			19. Feels misunderstood by his/her partner
			20. Tends to avoid discussions of feelings
			21. Avoids discussing specific topics or issues that are problems

6. Are you coping with some family issues?

- To what extent are children the source of problems or tension between you and your spouse?
- To what extent are step-children the source of problems or tension between you and your spouse?
- We have differences and/or conflicts over
 - Discipline
 - Amount of time spent with children
 - Chores
 - Favouritism
 - Other (please specify)
- To what extent are in-laws the source of problems or tension between you and your spouse?
- To what extent are hobbies the source of problems or tension between you and your spouse?



6. To what extent are friends the source of problems or tension between you and your spouse?

7. Working through expectations

1. Describe how much significant time you spend together as a couple and when you spend it.
2. Describe five behaviours or tasks your partner does and which you appreciate.
3. List five personal qualities of your spouse that you appreciate.
4. List four important requests you have for your spouse at this time.
How frequently do you make these requests?
What is your spouse's response?
5. List four important requests your spouse has for you at this time.
How frequently does he/she make these requests?
What is your response?
What do you appreciate most about your partner's communication?
What frustrates you the most about your partner's communication?
6. List five expectations you have of your spouse.
(Tick those that are being met at this time.)
7. List five expectations your spouse has of you.
(Tick those that are being met at this time.)
8. What do you do to let your spouse know that you love him/her?
9. What does your spouse do to let you know he/she loves you?

8. What is your current level of marital satisfaction?

Instructions

Use a X to indicate your level of satisfaction. “0” means no satisfaction, “5” average and “10” means super, fantastic, the best. Use a circle to indicate what you think your partner’s level of satisfaction is at present.

1. Our daily personal involvement with each other	0	1	2	3	4	5	6	7	8	9	10
2. Our affectionate romantic interaction	0	1	2	3	4	5	6	7	8	9	10
3. Our sexual relationship	0	1	2	3	4	5	6	7	8	9	10
4. The frequency of our sexual contact	0	1	2	3	4	5	6	7	8	9	10
5. My trust in my spouse	0	1	2	3	4	5	6	7	8	9	10
6. My spouse’s trust in me	0	1	2	3	4	5	6	7	8	9	10
7. The depth of our communication with each other	0	1	2	3	4	5	6	7	8	9	10
8. How well we speak each other’s language	0	1	2	3	4	5	6	7	8	9	10
9. The way we divide chores	0	1	2	3	4	5	6	7	8	9	10
10. The way we make decisions	0	1	2	3	4	5	6	7	8	9	10
11. The way we manage conflict	0	1	2	3	4	5	6	7	8	9	10
12. Adjustment to each other’s differences	0	1	2	3	4	5	6	7	8	9	10
13. Amount of free time together	0	1	2	3	4	5	6	7	8	9	10
14. Quality of free time together	0	1	2	3	4	5	6	7	8	9	10
15. Amount of free time apart	0	1	2	3	4	5	6	7	8	9	10
16. Our interaction as a couple with friends	0	1	2	3	4	5	6	7	8	9	10
17. The way we support each other in difficult times	0	1	2	3	4	5	6	7	8	9	10

18. The way we support each other's careers	0	1	2	3	4	5	6	7	8	9	10
19. Our spiritual interaction	0	1	2	3	4	5	6	7	8	9	10
20. Our church involvement	0	1	2	3	4	5	6	7	8	9	10
21. The level of our financial security	0	1	2	3	4	5	6	7	8	9	10
22. How we manage money	0	1	2	3	4	5	6	7	8	9	10
23. My spouse's relationship with my relatives	0	1	2	3	4	5	6	7	8	9	10
24. My relationship with my spouse's relatives	0	1	2	3	4	5	6	7	8	9	10

Select any three that have a score of 3 or less and indicate what needs to occur for you to have a higher level of satisfaction, and what you have tried.

9. Traits of a healthy family

Members of a healthy family

- ❖ Communicate and listen
- ❖ Affirm and support one another
- ❖ Teach respect for others
- ❖ Develop a sense of trust
- ❖ Have a sense of playfulness and humour
- ❖ Share responsibility
- ❖ Have a sense of right and wrong
- ❖ Have a strong sense of family in which rituals and traditions abound
- ❖ Have a balance of interaction among members
- ❖ Have a shared religious core
- ❖ Respect one another's privacy
- ❖ Value service to others
- ❖ Foster family table time and conversation

Mutual Respect

Consideration

Honesty

Dependability

Commitment

- ❖ Share leisure time
- ❖ Admit and seek help with problems

Adapted from Dolores Curran, Traits of a Healthy Family (Minneapolis: Winston Press, 1983)

Affirm the following:

- ❖ I understand the qualities that people appreciate in me, and use them to help others.
- ❖ I am aware of the things that make me happy and spend plenty of time doing them.
- ❖ I am clear about the key roles that I play in my life and base my activities on the most important ones.

10. The six qualities of a strong family

Strong families are characterised by

1. **Commitment.** Members of strong families are dedicated to promoting one another's welfare and happiness, value the unity of the family, and are committed to one another and to the family group.
2. **Appreciation.** They express a great deal of appreciation for one another.
3. **Communication.** They have good communication skills and spend a lot of time talking to each other.
4. **Time together.** They spend considerable high-quality time with one another.
5. **Spiritual commitment.** These families have a high sense of religious commitment and strong faith. Most belong to organised churches and have a religion that is a practical, day-to-day experience rather than something theoretical.
6. **Coping ability.** They have the ability to deal with crises, bad situations and stress in a positive way that help them to grow.

Nick Stinnett and John DeFrain, Secrets of Strong Families (Boston, Brown, 1985)

Affirm the following:

- ❖ Neither of us demonstrates a pattern of vindictive, hurtful or harsh speech.
- ❖ We both practise listening with interest, attentiveness, and good eye contact.
- ❖ Neither of us retreats behind a wall of silence when we are frustrated or angry.

11. Ten most common reasons for divorce

Ten most common reasons	Males	Females	Total
1. Growing apart, losing a sense of closeness	79%	78%	79%
2. Not feeling loved and appreciated by spouse	60%	73%	67%**
3. Sexual intimacy problems	65%	64%	64%
4. Serious difference in values or lifestyle	57%	63%	60%
5. Spouse unwilling or unable to meet partner's needs	48%	64%	56%**
6. Frequently felt put down or belittled by spouse	37%	59%	49%**
7. Emotional problems of spouse	44%	52%	48%
8. Conflict about spending and handling money	44%	50%	47%
9. Severe and intense conflict and frequent fighting	35%	44%	40%
10. Conflicts about roles (e.g. division of labour)	33%	47%	40%**

** Denotes statistically significant male-female difference on item.

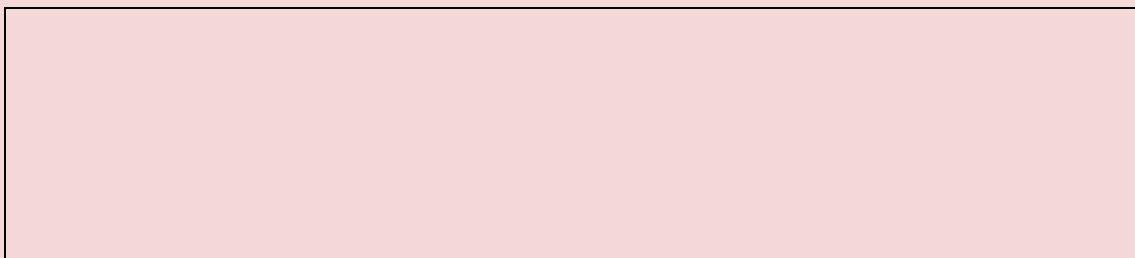
From Lynn Gigy and Joan B. Kelly, "Reasons for Divorce: Perspectives of Divorcing Men and Women," *Journal of Divorce & Remarriage* 18 (1992): 169-87.



12. The eight messages from families that have career success and family excellence

1. Successful families “parent with a purpose.” The parents know what they want and aim with all diligence to get precisely that.
2. The families have clear, lasting values. They help family members answer questions, find meaning and purpose in life, and provide stability. Values include a strong religious faith, and high esteem for family members.
3. The families show obvious, effervescent, overflowing love. This includes expressions of appreciation, encouragement, and forgiveness.
4. The families hold a servant mentality. They serve one another and frequently are involved in serving people in the community without boasting.
5. They have the gift of laughter. They laugh easily and they laugh a lot, but their humour is never caustic, embarrassing, or cutting.
6. They have transparency. These people are open, honest, and able to communicate easily. They have no family secrets.
7. They show mutual support. When the children are young, they sense a closeness. When they get older, they are given autonomy. As adults, the grown-up children remain connected to the family support system, but not so connected that they feel caught or entrapped.
8. They learn to cope positively when they face tragedy or failure. Almost all families encountered normal adolescent rebellion, but they were emboldened by adversity. They refused to be victims, and they emerged as victors.

Adapted from Paul Faulkner, *Achieving Success without Failing your Family* (West Monroe, La.: Howard Publishing, 1994).



Success
is a state of mind.
If you want success -
start thinking of yourself
as a success.

Dr. Joyce Brothers

13. Are you in control in terms of your finances?

1. When we have conflict over money, the reason is:

	We disagree over what to spend money on
	I think my spouse spends too much money
	My spouse thinks I spend too much
	I think my spouse is too frugal
	My spouse thinks I'm too frugal
	My spouse doesn't let me know in advance about our finances
	My spouse doesn't think I share my money decisions in advance
	Our timing for spending is off
	Our financial records are not kept up to date
	Money means something different to each of us

2. Some of our conflicts over money occur because:

	I don't really trust my spouse with money
	My spouse doesn't really trust me with money
	I don't feel taken care of by my spouse
	My spouse doesn't feel taken care of by me
	I don't like being dependent on my spouse
	My spouse doesn't like being dependent on me
	I don't like to give up control over my money
	My spouse doesn't like to give up control over his or her money



14. Self-analysis questionnaire for father/ mother: Part one

1. How do you see your role as father/mother?
2. What ideals do you have for your son/daughter?
3. Do you only *have* these ideals or are you actively making an input to *realise* them? If you are, what input are you making?
4. Which of your own characteristics do you observe in your son/daughter?
5. Which characteristics/behaviour of your son/daughter irritate/irritates you?
6. I get angry when my son/daughter:
7. It gives me great pleasure when my son/daughter:
8. My greatest fear for my son/daughter is:
9. How would you describe the communication between you and your son/daughter?
10. How does your son/daughter react when you discipline him/her?

15. Self-analysis questionnaire for father/ mother: Part two

11. Name 5 of your son/daughter's good qualities.
12. Name 3 of his/her bad qualities.
13. What is his/her main interest in life?
14. What are his/her ideals with regard to a career?
15. What was his/her best subject at school?
16. Name two of his/her best friends.
17. How much time do you spend with your son/daughter?
18. How regularly do you discuss spiritual matters with him/her?
19. Does your son/daughter respect and appreciate you ?
20. In your opinion, in what respect does your son/daughter idealise you as mother/father?

16. Self-analysis questionnaire for father/ mother: Part three

21. If your relationship with your son/daughter is not what it should be, to what would you attribute this?
22. What are you doing to improve the relationship?
23. Do you and your spouse differ in your approach to the education of your son/daughter?
24. Do you believe that the way in which you fulfil your role as mother/father can serve as a clear role model for your son/daughter?
25. Do you reproach yourself or feel guilty about your conduct as mother/father in the past?
26. If you could have your life over again, what would you do differently?
27. What advice do you have for prospective parents?
28. If you could have one wish for your son/daughter, what would it be?
29. When did you last hug your son/daughter and told him/her that you loved him/her?



17. Be a person of integrity

Hope built on lies is always the beginning of loss. Not being a person of high integrity will attract liars into your life and those lies will come back to you.

Affirm the following:

- ❖ I don't gossip about others, judge or excessively criticise other people.
- ❖ I regularly under-promise and over-deliver.
- ❖ I am always on time, ready for meetings, and do not rush.
- ❖ I am willing to say 'no' and am clear when to do a task myself or delegate it.

18. Take off the masks that stop you from being yourself

"Don't be fooled by me. Don't be fooled by the mask I wear. For I wear a mask. Masks that I'm afraid to take off – and none of them is me. Pretending is an art that is second nature with me, but don't be fooled.

I give the impression that I'm secure, that all is sunny and unruffled with me, within as well as without; that confidence is my name, and coolness is my game; that the waters are calm, and I'm in command and I need no one. But don't believe it. Please don't.

My surface may seem smooth, but my surface is my mask – my ever-varying and ever-concealing mask. Beneath lies no smugness, no coolness, no complacency. Beneath dwells the real me – in confusion, in fear, in loneliness. But I hide this; I don't want anybody to know it. I panic at the thought of my weakness being exposed. That's why I frantically create a mask to hide behind, a nonchalant sophisticated façade to help me pretend, to shield me from the glance that know. But such a glance is precisely my salvation – my only salvation. And I know it. It's the only thing that can liberate me from myself, from my own self-built prison walls, from the barriers I so painstakingly erect, but I don't tell you this, I don't dare, I'm afraid to.

I'm afraid your glance will not be followed by love and acceptance. I'm afraid that you'll think less of me, that you'll laugh, and that your laugh will kill me. I'm afraid that deep down inside I'm nothing, that I'm just no good, and that you'll see and reject me. So I play games – my desperate pretending games – with the façade of assurance

on the outside and a trembling child within. And so begins the parade of masks, the glittering, but empty parade of masks. And my life becomes a front.

I idly chatter with you in the suave tones of surface talk. I tell you everything that's really nothing – nothing that's crying within me, so when I'm going through my routine, don't be fooled by what I'm saying. Please listen carefully and try to hear what I'm NOT saying ... what I would like to be able to say ... what for survival I need to say, but I can't say. I dislike the hiding. Honestly I do. I dislike the superficial phoney games I'm playing. I'd really like to be genuine.

I'd really like to be genuine, spontaneous, and me; but you have to help me. You have to help me by holding out your hand, even when that's the last thing I seem to want or need. Each time you are kind and gentle and encouraging, each time you try to understand because you really care, my heart begins to grow wings – very small wings, very feeble wings, but wings. With your sensitivity and sympathy, and your power of understanding, I can make it. You can breathe life into me. It will not be easy for you. A long conviction of worthlessness builds strong walls. But love is stronger than strong walls, and therein lies my hope. Please try to beat down those walls with firm hands, but with gentle hands, for a child is very sensitive, and I AM child.

Who am I? You may wonder, but I am someone you know very well.”

Author unknown



19. You are somebody special

A well-known speaker started off his seminar by holding up a R200 note. To the room of 200, he asked, "*Who would like this R200 note?*" Hands starting going up. He said: "*I am going to give this R200 to one of you, but first let me do this*". He proceeded to crumble the R200 note up. He then asked, "*Who still wants it?*" Still the hands went up in the air. "*Well*", he replied, "*what if I do this?*" And he dropped it on the ground and started to grind it into the floor with his shoe. He picked it up, now all crumpled and dirty. "*Now who still wants it?*" Still the hands went into the air.

My friends, you have all learned a very valuable lesson. No matter what I did to the money, you still wanted it because it did not decrease in value. It was still worth R200. Many times in our lives, we are dropped, crumpled, and ground into the dirt by the decisions we make and the circumstances that come our way.

We feel as though we are worthless. But no matter what has happened or what will happen, you will never lose your value in God's eyes. To Him, dirty or clean, crumpled or finely creased, you are still priceless.

20. Sex: Affirm the following with your spouse:

Sex is pleasurable and satisfying for both of us.

We discuss and agree upon any temporary abstinence from sex.

We do not give or withhold sex as a means of retaliation, manipulation, or control.

Both of us have learned how to manage our sex drives and express those drives appropriately within our marriage.

We do not yield to immorality or any expression of our sexuality outside of marriage.

We feel comfortable talking with each other about our sexual relationship.

We are still very much in love and the expression of romantic love is strong in our marriage.

We have both learned how to express romantic love in ways that are particularly meaningful to each other.

Source: Bruce Wilkerson



21. Burnout - where do you stand?

- 0 = Never
 1 = Very rarely
 2 = Rarely
 3 = Sometimes
 4 = Often
 5 = Very often

	0	1	2	3	4	5
1. Do you feel fatigued in a way that rest or sleep does not relieve?						
2. Do you feel more cynical, pessimistic or disillusioned about things you used to feel positive about?						
3. Do you feel a sadness or emptiness inside?						
4. Do you have physical symptoms of stress, e.g. insomnia, stomach pains, headaches, migraines?						
5. Is your memory unreliable?						
6. Are you irritable or emotional with a short fuse?						
7. Have you been more susceptible to illness lately, e.g. colds, flu, food allergies, hay fever?						
8. Do you feel like isolating yourself from colleagues, friends or family?						
9. Is it hard to enjoy yourself, have fun, relax and experience joy in your life?						
Source Shield, K., 1991. In the tiger's mouth: An empowerment guide for Social Action.						

22. Deal with your anger

1. It angers me when ...
2. I get extremely angry when ...
3. When I experience rage, ...
4. After expressing my anger, I ...
5. After having being exposed to someone's rage, I feel ...
6. I express my anger and rage by ...
7. After expressing my anger, others feel ...

Source: Ronel le Roux and Rina de Klerk

Affirm the following:

- ❖ My friends and family give me as much love as I need and are there to support me when I need them.
- ❖ I am open and willing to learn as much from others as they can learn from me, so we grow in our relationship.
- ❖ The people around me inspire me and make me feel good almost all of the time.

23. Happiness is...

1. Happiness is ...
2. I feel happy when ...
3. The feelings which I experience when I feel happy are ...
4. When I am happy I do the following ...
5. I always thought happiness was ...
6. I realise now that happiness is ...
7. To experience more happiness, I will ...
8. Feelings of happiness have to be ...
9. I am at my happiest when ...
10. My happiness makes other people ...
11. Other people's happiness makes me ...

Source: Ronel le Roux and Rina de Klerk



Affirm the following:

- ❖ I rarely feel tied down. I feel free to do what I want to do.
- ❖ I am not afraid or worried, but instead feel confident about the future.
- ❖ I build on my personal strengths and delegate my weaknesses to others.

24. The Stages of Burnout

1. **The Honeymoon:** During this initial phase, the job seems perfect. The employee has boundless energy and enthusiasm and everything seems possible. It seems that the job will meet all expectations and solve all problems. The employee is also positive about colleagues and the company.
2. **The Awakening:** After the honeymoon period comes the realisation that the initial expectations were unrealistic. The job is not solving all problems, the colleagues and the company are less than perfect; and rewards and recognition are scarce.

With disillusionment and disappointment growing, the employee works even harder to try and meet the expectations. Working harder and longer hours accomplishes nothing and tiredness, boredom and frustration set in. Consequently, the employee starts to question his competency and ability and starts to lose self-confidence.

3. **Brownout:** During brownout, early enthusiasm and energy give way to chronic fatigue and irritability. Eating and sleeping patterns may change and escapist behaviours such as sex, drinking, drugs and partying are followed. The victim becomes indecisive and colleagues and superiors may pick up that productivity is going down.

Brownout eventually develops into its later stages. The victim becomes increasingly frustrated and angry and projects the blame for his difficulties onto others. He may become cynical, detached and openly critical of the company, superiors and colleagues. It usually leads to depression, anxiety and physical illness. Drugs or alcohol is often a problem.

4. **Full-scale burnout:** Unless the process is interrupted (e.g. taking another job) or someone intervenes, brownout leads to full-scale burnout. Despair is

the dominant feature of this final stage. It may take several months, but in most cases it involves three to four years. The victim experiences an overwhelming sense of failure and a devastating loss of self-esteem and self-confidence.

Apart from losing interest in life itself, the victim is exhausted physically and mentally. Physical and mental breakdowns are likely. Suicide, stroke or heart attack may complete the final stage of what all started with such high hopes, energy and enthusiasm.

5. **The Phoenix phenomenon:** It is possible to arise Phoenix-like from the ashes of burnout, but it is a slow process. Rest and relaxation are crucial at this stage.

Source: Miller, L.H & Smith, A.D. The road to burnout.

25. Developing the passion within your organisation

Work through the following strategic thinking questions for developing a passion for your organisation:

1. What is your greatest passion for your organisation?
2. What would need to change to see that desire fulfilled?
3. When you think of your organisation, the first word that comes to mind is
4. Describe your organisation in 25 words or less.
5. What does your organisation do better than anyone else? How passionate are you about this? How do you maximise this competency?
6. What is your organisation doing that it needs to outsource or stop doing? How should it be dropped? Would this leave the organisation vulnerable to its competitors?
7. What is the most important thing the organisation should/could be doing today to lead it into a successful future?
8. What could the organisation do to build trust and commitment in its people? What obstacles are preventing this?
9. What is the best way your organisation could better and more passionately serve its stakeholders?

10. If a major magazine wrote an article on your organisation in ten years' time, what would the headline be?

26. The past is past. It has no life, so don't feed on it

The more you look backwards, the less you will be able to see forward. Choose to be forward-focused and not past-possessed. Constant fear and worry are like interest paid in advance on something you may never own. Learn from past experience, but do not mull over the minute details of it.

27. Take control of careless words that you may still say

- I nullify, cancel and destroy every careless word that I have spoken against my progress and myself.
- I nullify, cancel, destroy and render powerless all careless and negative words that people have spoken against my progress and myself.
- I confess to and withdraw such words.
- I repent any negative, evil or careless words against my progress and myself. I turn all the negative and careless confessions that I have made about my life and my progress into positive confessions.
- I also nullify, destroy, render powerless and ineffective all the negative and careless words that people have spoken against my life and my progress.

28. What do you confront?

- ❖ You cannot correct what you are unwilling to confront.
- ❖ What you permit will always continue.
- ❖ Behaviour permitted is behaviour perpetuated.

Your focus will determine your mastery and your energy.

29. Act now

At this point ...

... we just have to reinforce **the need to act now!**

The best way we know how to do this is to relate a very well-known story to you. It is the story of Nadine Stair of Louisville in the State of Kentucky in the USA, who, at the age of 85 had this to say:

"I'd dare to make more mistakes next time. I'd relax. I would limber up. I would be sillier than I have been this trip. I would take fewer things seriously. I would take more chances. I would take more trips. I would climb more mountains and swim more rivers. I would eat more ice-cream and less beans. I would perhaps have more actual troubles, but I'd have fewer imaginary ones.

You see, I'm one of those people who live sensibly and sanely, hour after hour, day after day. Oh, I've had my moments and if I had to do it over again, I'd have more of them. In fact I'd try to have nothing else. Just moments, one after another, instead of living so many years ahead of each day. I've been one of those people who never go anywhere without a thermometer, a hot- water bottle, a raincoat and a parachute. If I had to do it again, I would travel lighter than I have.

If I had my life to live over, I would start barefoot earlier in the spring and stay that way later in the fall. I would go to more dances. I would ride more merry-go-rounds. I would pick more daisies.

If I had my life to live over again ... But you see, I DON'T, we're only given one!"

"Even if you're on the right track ... you'll get run over if you just sit there!"

Will Rogers

30. Moving from a season of destruction towards season of recovery

Season of destruction	Season of recovery
Understanding the season of destruction	Entering the season of recovery
- The Vulnerability Stage "Who can meet my needs?"	Truth The only path toward wholeness
- The Discovery Stage "What is this happening to me?"	Ending the Pretending Take another look at your past and present
- The Eligibility Stage "Why is this happening to me?"	Facts and Feelings Uncover hidden areas of your life
- The Effects of the Eligibility Stage Fear, guilt and anger	Responsibility Accept responsibility for your life
- The Abandonment Stage "Who will help me?"	Treasures Revive your joy in life
- The Pretending Stage "What can I do with all this pain?"	Forgiveness Choose forgiveness rather than revenge
- The Effects of Pretending	Marching toward victory

31. Cope with your worries

1. Write down precisely what you are worried about. Use the ladder technique.
2. What are the chances, according to the law of averages, that it will happen?
3. What is the worst that can happen if what you are worried about comes true?
4. What can/will you do if it really happens?
5. What can you do in the meantime until what you are worrying about becomes true or not?
6. Is there anything that you can do about the problem to minimise its worst consequences? Can you solve the problem in the meantime?

Source: Ronel le Roux and Rina de Klerk



Affirm the following:

- ❖ I am courageous and have plenty of inner strength.
- ❖ I realise I'm only human and accept my weaknesses as well as my strengths.
- ❖ I have things to look forward to, and smile and laugh out loud every day.

32. Changes start with commitment. How committed are you?

Indicate your response by circling your choice or completing the relevant statement.

1. I am willing to make: any, most, some, minor, very few changes or adjustments necessary to keep our marriage together.
2. I believe my spouse is willing to make: any, most, some, minor, very few changes or adjustments necessary to keep our marriage together.
3. It is very important, important, somewhat important, not very important to me that my spouse is satisfied and fulfilled.
4. If our marriage were to fail, I would feel ...
5. If our marriage were to fail, my spouse would feel ...
6. My commitment level to staying in my marriage is

Little or no commitment Average commitment Absolute commitment

0 1 2 3 4 5 6 7 8 9 10

7. My spouse's commitment level to staying in our marriage is

Little or no commitment Average commitment Absolute commitment

0 1 2 3 4 5 6 7 8 9 10

33. On what time are you operating?

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 MD	3 SD	4 U	5 SA	6 MA	7 CA
1. There is rarely enough time in the day to do all the things I have to do.							
2. It's irritating for me to sit in traffic.							
3. I sometimes finish other people's sentences for them in mid-conversation.							
4. I prefer reading short stories, newspapers or magazines to novels.							
5. My job requires me to punch a time clock or to record my hours.							
6. I can't seem to exercise on a regular basis.							
7. I spend more time and attention on my career than on my family.							
8. I often feel that I have too many things to do.							
9. I often begin a new project without finishing the last one.							
10. I don't always take the full vacation time due to me.							
11. I sometimes have trouble concentrating on one thing.							
12. Life is rushing by at too fast a pace.							
13. Passengers in my car sometimes ask me to slow down.							

14. I often have trouble getting to sleep at night.							
15. I often feel irritable.							
16. I often feel competitive with others.							
17. I periodically lose my temper.							
18. People sometimes call me a cynic.							
19. Coffee is good for keeping me awake.							
20. People sometimes call me a workaholic.							
21. I would describe myself as goal-oriented.							
22. I don't like to finish a job until it is just right.							
23. I have been called a "micro-manager" or "controlling" by others.							
24. I have a nervous twitch or habit like biting my nails, gnashing my teeth, etc.							
25. I have many deadlines at work that I must meet.							
26. I have very few hobbies or interests.							
27. I eat out a lot.							
28. I often work on weekends.							
29. People tell me that I talk fast.							
30. I often use tobacco, alcohol or other intoxicants to wind down.							

34. Life planner

Take 2 hours for self-examination and goal projection and describe what you would like to become in life.

	Mentally	Physically	Spiritually	Socially
Personal demeanour (Who I shall be)				
Personal ability (How I shall do)				
Personal achievement (What I shall do)				
Personal portrayal (How I shall appear)				

Personal influence (How I shall affect)				
Personal relationships (with whom and how I shall relate)				

PROFILE GRAPHICS

Compare your “ideal” self-profile with the “real” person you are now. After pondering on your profiles, describe your feelings by making a X in the appropriate column.

Mental	Physical	Spiritual	Social	My feelings (where I now am)
				10. I have reached my goal*
				9. Some final important details
				8. The goal is near and in sight
				7. Well into my “self-improvement” project
				6. I’ve successfully taken the first step
				5. I have made a choice to go for it
				4. I am examining the consequences
				3. I can only hope – I wish I could
				2. Far beyond reach – Too much work
				1. Discouraged – hopeless

35. Focus on results

Affirm the following:

- ❖ I know I am capable of achieving whatever it is I set my mind to.
- ❖ I use affirmations to support me in moving forward with my goals.
- ❖ Although I know the results I want to achieve, I am willing to let go and to allow things to happen.
- ❖ I am open and ready for the miracles to occur in my life.

36. Focus on what really matters

Affirm the following:

- ❖ I know what’s important to me.
- ❖ I don’t feel I have to prove myself. I accept that I am who I am.
- ❖ I know what my ideal lifestyle would consist of.
- ❖ I know what makes me smile.

37. What good parents have in common: Thirteen guidelines for success

Good parents...

1. encourage their children and build their self-esteem;
2. communicate their love;
3. create a positive home atmosphere that includes laughter;
4. nurture spiritual values;
5. show consistent, balanced discipline;
6. make their children proud of them;
7. create community – extended family, neighborhood, and church;
8. give children the feeling that they are safe and emotionally secure;
9. model a good marriage;
10. take time to spend time with their children;
11. teach financial values and skills;
12. give children responsibility, and
13. are passionate about teaching values and integrity.

Adapted from Janis Long Harris, What Good Parents Have in Common (Grand Rapids: Zondervan, 1994).

Affirm the following:

- ❖ I have more than enough love to give those around me.
- ❖ My home and work environments are uncluttered and inspiring.

38. The ten most important characteristics contributing to long-term marriages

1. A lifelong commitment to your marriage.
2. Loyalty and faithfulness to your spouse, especially when times are tough.
3. Strong moral values that you both share.
4. Respect for your spouse as your best friend.
5. A commitment to sexual fidelity.
6. The desire to be a good parent.
7. Faith in God and a strong religious commitment that you want to give to your children.
8. Wanting to please and support your spouse.

9. Trying to be a good companion to your spouse.

10. A willingness to forgive and to be forgiven.

Adapted from David L. Fenell, "Characteristics of long-term first marriages", *Journal of Mental Health Counseling* 15, no 4 (October 1993): 446-60.

Affirm the following:

- ❖ We enjoy a wonderful friendship. We truly enjoy being together and doing things together.
- ❖ Both of us choose to forgive hurts before walls are built between us.
- ❖ We are committed to each other for life. Divorce is not an acceptable option.

39. Five secrets of a happy marriage

1. Healthy couples have a clearly defined menu of expectations for their lives and their relationship.
2. Healthy couples understand and practise meaningful communication at five levels:
 - a. The safest level of brief comments and clichés (such as "Have a good day!")
 - b. The fact level of sharing information ("The radio says there will be rain tonight," or "The telephone bill is due tomorrow".)
 - c. The opinion-sharing level ("I didn't like what you said yesterday.")
 - d. The level of sharing and understanding feelings ("I'm scared that I'll fail" or "I'm really excited about the meeting next week".)
 - e. The fifth and most intimate level of revealing our needs ("I'm so frustrated with my job and want so much to change" or "I'd really like to have sex tonight".)
3. Healthy couples are associated with a small, healthy support group to give friendship and accountability. In a healthy group each person feels the freedom, safety, love, and commitment to think out loud.
4. Healthy couples are aware of unhealthy or offensive behaviour stemming from their heritage and backgrounds.
5. Healthy couples have a vibrant relationship with Jesus Christ. They have entered a relationship with Him and depend on Him as their primary source of abundant life.

Adapted from Gary Smalley, “Five secrets of a happy marriage”, “Seven promises of a promise keeper” (Colorado Springs: Focus on the Family, 1994)

40. Take the following steps to prevent divorce:

- ❖ Make a commitment to stay together and to be faithful.
- ❖ Pray and worship. This is not a simplistic suggestion. Families that pray together do stay together – that’s more than a slogan. Summarising the results of a Gallup survey, psychologist David Myers concluded, “Those who pray together also more often say they respect their spouses, discuss their marriages together, and rate their spouses as skilled lovers”.
- ❖ Communicate, even when you don’t feel like it – especially when you don’t feel like it. Communication involves taking the time to listen, even when taking time is not convenient. Communication is concerned with understanding and with expressing your feelings, perceptions, and frustrations honestly and without making accusations. Your goal is to have win-win solutions to every problem, not a battle where each spouse tries to defeat and rise in victory over the other.
- ❖ Practise forgiveness. A good marriage has been described as a union of two “awfully good forgivers”. Marriages that ended in divorce often are due to the couple’s
 1. inability to forgive little things;
 2. tendency to hold grudges;
 3. undisciplined thought life;
 4. refusal to say “I’m sorry”;
 5. insensitivity to each other’s feelings;
 6. refusal to try to see situations from the other’s point of view, and
 7. inflexible spirit.
- ❖ Help one another and bear each other’s burdens. Marriage is a partnership, and good partners help each other.
- ❖ Take time away. We all need time to get away from the pressures of life. Sometimes couples need rest and rejuvenating time together, away from the children. They may also need short periods of time away from each other.
- ❖ Fight the tendency to drift apart. Couples often drift apart without anybody noticing. We get busy with our individual activities and forget to keep our spouses involved.

CLOSING COMMENTS

COMMITMENT TO GROWTH AND SELF-IMPROVEMENT

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

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

1.
2.
3.
4.
5.

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- 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.
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- 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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