



A 12 POINT GUIDE

Learn how to
become a better leader

TRIED, TESTED & TRUSTED

A complete guide drawn from Jenny Garrett's
experience and 15 year success
as a career coach

INCLUDES RESOURCES

Over 50 additional resources
listed inside for further learning

JENNY GARRETT

The 12 Essential Qualities
of Good Leaders



INTRODUCTION

I have worked to support Leaders for over 15 years, have a Masters Degree in Management, Learning and Leadership and over 4,000 coaching hours under my belt. During this time I have found recurring challenges among leaders, so I am excited to put together this eBook to help you address these challenges before they become barriers to your progress.

Whether you lead a team as part of a larger organisation, lead your own business, or lead in your home, you are a leader.

Leadership skills may come naturally to you, and if they do you can stop reading now. However, if you are like most of us and would benefit from working on some of the qualities associated with good leaders, then this eBook will be truly useful for you.

This eBook explores 12 of the qualities associated with good leaders: Vision, Humility, Courage, Confidence, Authenticity, Focus, Accountability, Integrity, Resilience, Perseverance, Positivity and Inspiring Co-operation.

So often when we receive constructive feedback it is focused on improving these qualities, but no one tells you how to develop them. You are expected to muddle through or just know. This can be frustrating, demotivating and disheartening.

Help is at hand with this e-book, which contains 12 short articles, each focusing on one of these leadership qualities and offering top tips and resources to help you develop that trait in a way that fits with your life and work.

Spending time thinking about these qualities and working on developing them will enable you to get the most from yourself and to nurture these qualities in others, so that you can be the leader you are meant to be and have the career and life you deserve.

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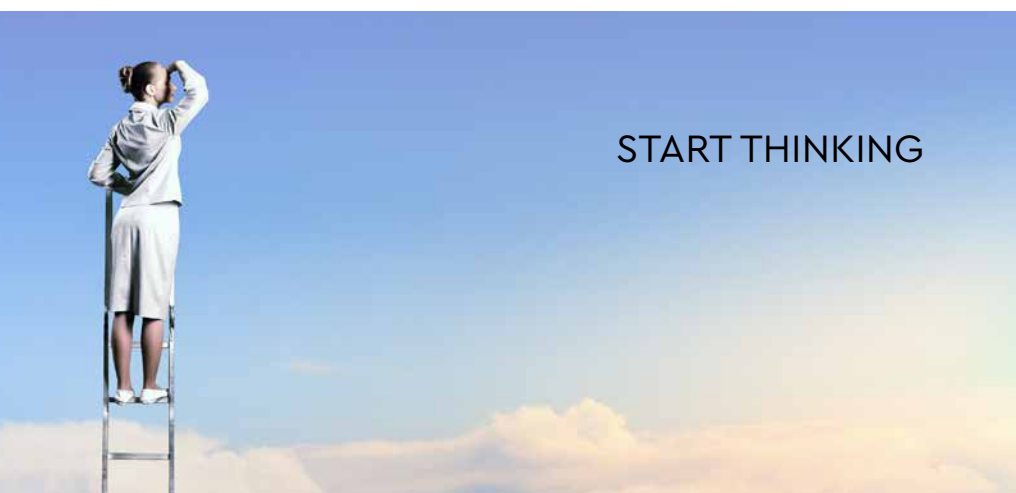
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THREE STEPS TO DEVELOPING YOUR VISION



START THINKING



FIND

THREE STEPS TO DEVELOPING YOUR VISION

When looking ahead and making plans, I like to start with a grand vision that stretches me. I admit this can be a challenge, it's so easy to get caught up in 'busywork,' rather than taking a step back and thinking about what the 'important work' I want to do is.

A vision gives:

- A mental picture of what success looks like for me and what I want to achieve over time.
- It provides me with guidance and inspiration as to what to focus on achieving.
- And it keeps me anchored on what's important.

Whenever I set off on a car journey to a location I haven't visited before, I programme the address in to my sat nav. for guidance. I don't just randomly start driving and hope to get there, so it would be foolish of me to think that I could achieve my work, business or life goals for the year without visioning them first.

Besides, numerous research studies have shown that the best and most innovative leaders, always have a vision.

Have you created your vision for the year? Here are 3 steps to start developing your vision today.

1. Work Out What's Important to You

First you need to understand what's important to you. I suggest that you do this by completing a values exercise. Your values are the things that you believe are important in the way you live and work.

Ideally, they determine your priorities, and, deep down, they're probably the measures you use to tell if your life is turning out the way you want it to. Too often we are living by others values, these could be from your parents, spouse, or even your boss. When

the things that you do and the way you behave match your values, life is usually good – you're satisfied and content. But when these don't align with your personal values, that's when things feel... wrong. This can be a real source of unhappiness. You can find many values exercises online, or email me if you'd like me to send one to you.

2. Allow Yourself to Dream

How much do you use your imagination? It's so easy as adults to get stuck on being realistic and to stop dreaming, but dreaming is a key part of creating a vision.

Allowing your imagination to flow freely liberates you from the restraints of regular life. Imagination creates a vision for you to see what could be. It allows you to believe in possibilities that would not otherwise exist. It allows you to feel invigorated, alive, optimistic, and enthusiastic. It connects you to a deeper part of yourself.

Walt Disney said '*if you can dream it, you can do it!*'. I recommend that you try different activities to tap into your imagination, such as: drawing, writing, walking, movies and art appreciation.

3. Craft it

Written visions are more likely to be accomplished than those we just keep in our minds. Writing down your vision lends power and commitment to its accomplishment. Once you have a vision, make sure that it's clear and concise. Craft it so that it could be shared in just one tweet.

Visions are great but do remember that the distance between your dreams and reality is called action.

Watch our webinar on [goal setting for personal and professional success](#) and many more [resources](#) to develop your vision.

YOUR CORE VALUES



START WRITING



IS HUMILITY REALLY A LEADERSHIP QUALITY?

At the end of one of my recent talks, the audience questioned the value of humility as a leadership quality in the 21st Century. So much is shared and written about personal brand, self-promotion and being a 'go to expert' that there doesn't seem to be a space for humility in work or life. In fact, couldn't humility be detrimental to your career, perhaps being misinterpreted as lack of confidence?

In one sense they were right, I haven't heard of humility being measured on an end of year appraisal. However, I don't think that you can bridge differences, develop relationships and create inclusive environments without humility. Because to understand others you have to step back from knowing it all and listen, not just to wait your turn to speak, but to understand deeply. A [recent Catalyst study backs this up](#), showing that humility is one of four critical leadership factors for creating an environment where employees from different demographic backgrounds feel included.

A definition of humility that makes sense to me is: ***Humility is the acceptance of your own flaws and shortcomings, I believe that all leaders should do this.***

Think about the last time pride or ego raised its head in your life? A time when you felt the need to share your own importance or the importance of your actions; You may have wanted to show someone else that you were superior, been acting in your own self-interest, or maybe you used false modesty to put yourself down in order to hear others tell you how good or important you are.

Perhaps you were arguing with your partner about why you shouldn't be the one to unload the dishwasher after a busy day?

Or maybe you took the credit for a project that the whole team worked on?

Or you exaggerated your achievements to a potential client?

How did this actually help the relationship? How did you feel about yourself? Could being humble have taken you further?

Humility may come naturally to you, but if it doesn't, here are 6 things that you can do to foster it:

1. Ask for feedback.

Humility involves an accurate view of yourself. Have you asked for feedback in the last 7 days from friends, family, colleagues, or clients? Ask close friends to be really honest about three things they appreciate about you and three areas where you might need some growth. You can be proud of your strengths, while working on your development areas.

2. Confront your prejudices.

Humility is about having an open mind, but we all have prejudices and biases. So we have to think about how we can challenge our prejudices, we could firstly become more aware of them, using something like the [implicitly bias test](#) and then work on them. For example, if I found that I had a bias against those from a certain religion, it would be good for me to spend time with people from that faith in order to deepen my understanding and connection with them.

3. Start with a question.

As a [coach](#) asking open questions comes really naturally to me. The power of these questions is that it allows everyone to participate. There is a lovely saying by Suzuki, ***'In the mind of the expert there are few possibilities, in the mind of the beginner there are many.'*** If you think you already know everything or act like you do, other people will check out, and things won't get done as quickly or as well.

4. Really listen.

You can ask many questions, but if you don't listen to the responses, it will be a waste of time. Listening does not mean that you agree, but it does help dial down your own pride. Yours is not the only way of thinking or doing. After someone shares an opinion or experience, take a moment to digest what he or she said before you speak.

5. Accept setbacks.

We've all been humbled by our own or other's experiences, haven't we? Humility allows you to accept challenges without the fear of failure. And when those failures inevitably come, you can use what you learned to do it better next time.

6. Practice gratitude.

Practice an attitude of gratitude. It's impossible to maintain your self-centeredness when feeling grateful for all you have.

And a final thought - Be careful not to mistake insecurity and inadequacy for humility! Humility has nothing to do with the insecure and inadequate! Just like arrogance has nothing to do with greatness!

Watch our [webinar](#) on being an Inclusive Leader and access further [resources](#) to develop your humility.



Four steps to Cultivating Courage

Inspired by International Women's Day, I started thinking about courageous women leaders who lead or have led change and pressed for progress. These courageous women leaders epitomise courage for me and we can learn a lot from them. We chose women who are all still alive rather than women in history because courageous women are doing great things in society today.



[Baroness Doreen Lawrence](#) OBE, is a British Jamaican campaigner and the mother of Stephen Lawrence, a black British teenager who was murdered in a racist attack in South East London, 1993. Instead of being consumed by anger, Doreen courageously promoted reforms of the police service and founded the Stephen Lawrence Charitable Trust. She was appointed OBE for "services to community relations" in 2003, and was created a Life Peer in 2013. In January 2016, she was unveiled as the new Chancellor of De Montfort University.



[Katie Piper](#) is an English philanthropist, television presenter and former model. She had hoped to have a full-time career in the media, but in March 2008, sulphuric acid was thrown in her face. Her ex-boyfriend arranged the attack, which blinded Piper in one eye. In 2009, Katie made the courageous choice to give up her anonymity in order to increase awareness about burn victims in acclaimed Channel 4 documentary Katie: My Beautiful Face.



[Gina Miller](#) is a British-Guyanese business owner who initiated the Brexit case, saying that it has been initiated without approval from Parliament. Gina has courageously continued to speak up on matters that she believes unlawful even though this has led to threats to her and her family's lives. Gina also founded the True and Fair Campaign in 2012, calling for an end to rip offs in the investment and pension industries.



"Remember:
Life shrinks or expands
in proportion to one's
courage."

~ Anais Nin.

These women showed courage in:

- Speaking truth to power.
- Taking leaps in their career.
- Setting their own direction.

Doreen, Katie and Gina are of course outstanding human beings, but courage isn't always high profile and dramatic. You might need courage in:

- asking your boss for a pay rise.
- standing up for your values.
- saying 'no'.
- going for job interviews.
- working on and towards your vision, in an unsupportive environment.

So how can you cultivate courage in your life and work? Here are my 4 top tips:

1. Be Afraid yet Choose to Act

It's much more difficult to listen to yourself than the other loud and well-meaning voices around you, but your voice is the one that matters. If Doreen, Katie and Gina hadn't, they wouldn't be making the world a better and fairer place for the rest of us. This path can be a more uncertain one, but what is certain anyway? Make fear your friend, rather than the enemy that holds you back.

2. Persevere in the face of adversity

Stephen Lawrence's mother, Doreen, said **'21 years of struggle, and there is still more to come.'** Most things worth doing are difficult. Perhaps you've trained for a

sport or studied for a test, it's unlikely that it was easy but most definitely worth it. Wake up each day with your courageous intention and aim to embody it each day, looking at it this way makes it more achievable and less draining.

3. Stand up for what is right

"Speak your mind, even if your voice shakes." — Maggie Kuhn, Social Activist.

You may need to be assertive, voice your views, concerns or take positive action for what you believe in and this is where courage comes in. Even though it isn't easy to step up and stand up for what you believe in, the confidence that you will gain by doing so will help you in all areas of your life.

4. Choose Learning over Comfort

Do something different, something that isn't you and see what you learn from it.

Here are some things that you can do if they are things that are not typical of you: Speak up at a meeting; offer to help someone, be decisive. Treat it as an experiment and see what you learn about yourself and others.

Remember: Life shrinks or expands in proportion to one's courage." ~ Anais Nin.

Watch our webinar on [Tackling Difficult Conversations](#) and access further [resources](#) to develop your courage.



A few years back now, I was involved with Nivea and their [#BringItOn](#) study which surveyed women aged 18-30-years-old in the UK on their attitudes to work, relationships, celebrity and much more. This study birthed the term #Happenista, a woman who makes things happen her way and my transformational online coaching programme, the [Happenista Project](#).

One of the many interesting statistics that the study revealed, was that 97 per cent of the 2,700 respondents believed that "confidence comes from within". In some ways this is a reassuring figure, because women aren't looking to social media, or anywhere else for external validation. However, just because you know where confidence comes from, doesn't mean that you have it.

Confidence is a key leadership quality that many of us are lacking, even when in senior roles. My most requested talk at the moment is on Imposter Syndrome, that nagging feeling that you are a fraud, will be caught out or that your achievements are just down to luck, which can be crippling in some people, sabotaging their career and relationships. The experience of this resonates with many, if not now, at some point in their life.

The truth is that no-one is confident in everything

and confidence can be developed, so what you need is a seed of self-confidence that through experience, action and knowledge can flourish.

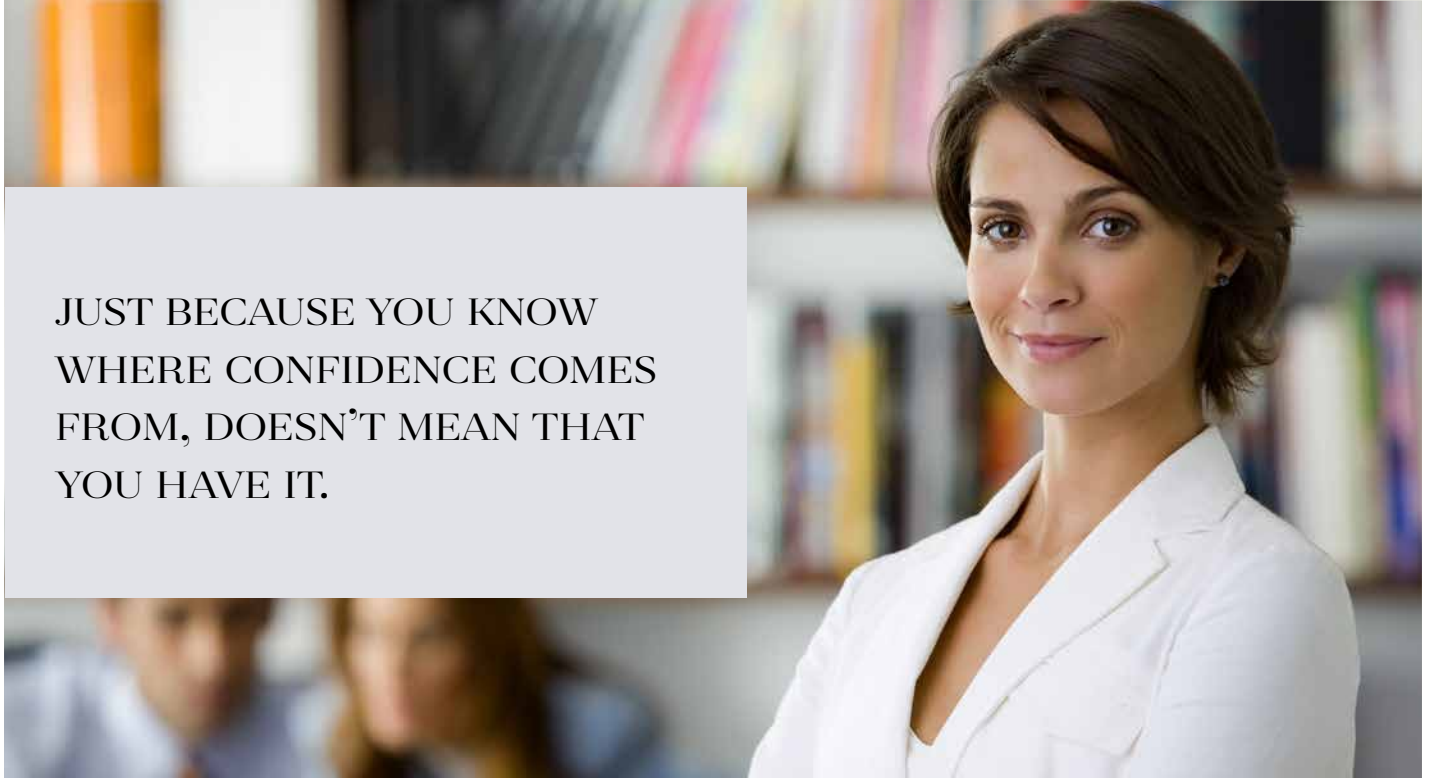
As a [coach](#), I find that confidence is one of the top things my clients want to work on. Here are 5 things you can try to help develop yours:

1. Stop & Reflect – Life is so busy that we are often so keen to move forward onto the next thing, that we can often miss out on reviewing our past successes and gaining the confidence boost that provides.

TRY THIS: Think of why you were employed for your last role. What qualities, attributes and skills did they see in you that they thought would be a valuable addition to the organisation? Now remember that perception is reality, if they saw it in you, it must be true.

2. Take an Experimental Attitude – The only way to know if you can do something is to try. Craft experiments outside of your usual area of expertise that you can learn from.

TRY THIS: Volunteer in a safe space to do something that you wouldn't usually do. For example, if you've been given feedback that



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you are not developing good relationships with your team, you could volunteer at a charity where developing relationships is an essential part of the role. There are many community groups, faith groups and charities that would welcome your support. Win-win.

3. Develop Realistic Self-Awareness – It's natural to be self-critical and to compare how you're feeling inside with how others look on the outside. In situations where we feel that we are the minority, we can feel this more acutely. Often, we have an unrealistic sense of our flaws and try to overcompensate for them.

TRY THIS: Get feedback. Ask your colleagues, friends, family and clients how you are doing. Be specific about the areas that you want feedback on and try to gain an insight into your blind spots, the things that they have noticed about you that you might not have seen in yourself. Take on board the strengths that they notice in you and use those to overcome your weaknesses.

4. Look Confident until you become it – They say we eat with our eyes and I think we look for signs of confidence with our eyes also. How you look, your voice and language all matter. This is not more important than your competence, but it helps.

TRY THIS: Stand in front of the mirror and practice standing tall, speaking slowly and clearly, and not fidgeting. Wear clothes that make you feel confident. Observe those who exude confidence and see what you can learn from their body language.

5. Continually develop yourself – Knowledge is power and the more informed you are, the better decisions you can make. We all feel unconfident when we don't have all the facts or the know-how.

TRY THIS: Look for industry publications, courses, networking events, mentors or coaches to help you improve your knowledge.

Remember that Confidence comes after the act, not before, so build your courage and take action!

Watch our webinar on [Success Secrets](#) and access further [resources](#) to develop your confidence.

IN PURSUIT OF AUTHENTICITY

About 15 years ago, a colleague gave me some feedback. She said: "You're a young woman, why do you dress so much older?"

It shocked me, she knew I wasn't being me, I was dressing older to fit in. I was using language that wasn't me to disguise who I really was, she could see my difference. I felt exposed and vulnerable. Then I realised that there were other situations when I felt that I couldn't share who I really was and what was important to me as I didn't feel that it was acceptable and that I had permission to do so in the workplace.

I then went on to think about:

- my daughter and how not embracing my difference might impact her.
- how embracing my difference could give others permission to do the same.
- how liberating it would be to embrace my differences as a strength and use it for the good of all.

But how would I do this and how others would react? In fact, wouldn't it be madness to risk everything I had in pursuit of being me?

This coincided with a change in career, from being employed, to launching my own leadership and coaching business. An opportunity that I took as a call to adventure, to transform and reinvent myself, to change the world through powerful coaching conversations and embrace my difference at the same time.

To move away from blending in, sameness and mediocrity to embracing my difference, gaining strength from my uniqueness and standing out.

I thought, if you don't value your difference, who will? David Grohl's words served as my mantra – **'No one is**

you and that is your power.'

So I began daring myself to be me, but the path didn't run smoothly.

I dare you to attend that high-profile event and ask a question..... I remember attending an event, preparing the perfect question, and then chickening out of actually asking for fear of being seen to have a different point of view.

But still I madly persevered in embracing my difference.

I dare you to dress in a way that really matches your personality.... I would prepare outfits that I felt really expressed who I was but then slip on the safe black suit in case it was frowned upon and drew attention to all the other ways that I was different.

But still I madly persevered in embracing my difference.

I dare you to write a book.... And when I became even stronger I wrote my book [Rocking Your Role](#), a guide for female breadwinners. Alongside the positive comments, I received some criticism from those who didn't feel that the topic was worth discussing.

But still I madly persevered in embracing my difference.

And do you know what happened? My vibe attracted my tribe, the people who understand and really 'get' me.

And by embracing my difference, I permitted them to do the same.

And now I often receive the compliments: 'you seem comfortable in your skin' and 'you are transparent.'

I realised that saying was right. 'Why fit in when you



were born to stand out?'

So what is authenticity? For me, authenticity is about being true to you, being open with others and being honest, and doing the right thing. That doesn't mean that you don't care about the consequences of what you say or do, or that there isn't a professional you, but you come at situations from a place of truth. We are attracted to authentic leaders because we know who they are and can connect with them. We feel happier when we are authentic leaders because we have removed the mask and can be more truly ourselves.

As a leader, could you benefit from being more authentic in the workplace?

Could it:

- enable you to be more productive and happy at work?
- create better relationships between you and your colleagues?
- result in a more inclusive and humane work culture?

Here are my 3 top tips to develop your authenticity:

1. Lead from your life story

When you lead from your life story, you demonstrate a passion for your purpose, you practice your values consistently, you lead with your heart, your head and your gut, and you establish long term, meaningful relationships and have the self-discipline to get results. In short, people know who you are and why you are the way that you are.

To do this, you have to understand what your life story is. Have you always led from your earliest memories? Or perhaps you have a cause or a struggle that has driven your leadership? Or maybe it's the combination of your life experiences that have come together to make you the leader that you are today?

Think about how you can articulate your story to others, and when you do, it will be deeply connected to who you are because it will be coming from an authentic place.

2. Let yourself be vulnerable

I had an amazing client whose home had suffered some fire damage; she was living in a terrible situation for over a year and didn't once mention to her team the trauma she was going through, as she didn't want to burden them. When through the coaching process she decided to share some of what was happening for her, she was surprised at how her staff supported her, how they seemed to be more willing to go the extra mile and be more open with her about their own difficulties.

Vulnerability here does not mean being weak or submissive, it implies the courage to be yourself. Vulnerability and authenticity as lying at the root of human connection. And human connection is often dramatically missing from workplace.

3. Refine the balance between personal and professional

This can go wrong when you are too professional and no-one gets to see the real you or conversely when you over share. Get to know your team, while also setting clear boundaries and expectations. Professional behaviour and authenticity have to go hand in hand. A casual and collaborative leadership approach, which women gravitate towards, can easily be sabotaged by overly personal behaviour and an authoritarian approach can lead to fear, blame, lack of risks and creativity.

"Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen." – Brene Brown.

Watch our [Would you Follow You?](#) video and access further [resources](#) to develop your authenticity.



13 WAYS TO BECOME A **PRODUCTIVE** & **FOCUSSED LEADER**

Did you know that with an attention span of nine seconds, goldfish now concentrate longer than the average human who comes in at just eight seconds?

Most of us take pride in our ability to multi-task. You may even be eating lunch, chatting to a friend and glancing at this article at the same time.

The ability to focus is a doorway into 'flow' and when we are in flow we achieve our best. Named by Mihály Csíkszentmihályi, the concept of being 'in flow' has been widely referenced across a variety of fields, though has existed for thousands of years under other guises.

Can you recall a time that flew by, when everything

felt like it was working just as it should? When you were fully immersed, fully prepared and focused and felt that you were working at your very best? You were 'in flow.' Isn't that a state that all leaders would want to be in? After all, the primary task of leadership is to direct attention. To do so, leaders must learn to focus their own attention.

Focus also provides clarity, I am short sighted, when I don't wear my contact lenses, everything is blurred, unfocused and things take me longer to decipher. Yet when my eyes are corrected, I feel more able to achieve quickly and effectively. This clarity is important for you, your colleagues and your customers.

So, how do you make it happen? Here are my 13 top tips on how to stay focused:

1.

Five More

If you're in the middle of a task and tempted to give up, just do FIVE MORE. Read five more pages, write five more sentences, work five more minutes. Just as athletes build physical stamina by pushing past the point of exhaustion, you can build mental stamina by pushing past the point of frustration.

2.

Write Lists and stick to them

If something new comes in to distract you, add it to the list instead of tackling it straight away. There are great apps like Asana to help you with this.

3.

Incentivise Yourself

Build rewards into your schedule, for example, you might say: 'If I focus on this for 30 minutes, or I complete this task by the end of the day, I'll treat myself to a fancy new flavoured coffee on the way home.'

4.

Set Deadlines

Many of us are pressure prompted, which means that we spring into action when we have little time left to achieve a task. If we don't have a deadline or the deadline is a long way off, we can find it difficult to start. So I recommend that you break the task down into smaller tasks and set shorter-term deadlines that will provide the pressure that you need.

5.

Important Versus Urgent

Consider what's important versus what's urgent. It's so easy to be pulled to do the urgent tasks, and lose focus of what's important. Get a sheet of paper, divide down the middle and write important on one side and urgent on the other, as you add to your to do list, consider where the task belongs and this will keep you focused.

6.

Work Out What Helps You Get 'In Flow'

One way to get in flow is to reduce distractions. You could turn off your phone, log out of social media and switch off your email notifications. If you're constantly flipping back and forth between different tasks, you'll never be able to achieve flow.

There's a great app called for [Freedom](#), which you can set to stop you accessing websites, the internet and email at certain times of the day; so you don't need the willpower to do it on your own. I am sure there are many more technical solutions if you search.

7.

Measure & Track

There is a great saying '**what gets measured, gets done.**' I suggest that you measure how much time you spend on tasks, just for a week and you may be quite surprised. Or set yourself a target for what you'll achieve by the end of the week and let others know, this will keep you focused. In our office we set key actions on a white board and review them weekly, it keeps us all on track.

Some people find that music really helps their focus, there's lots of research on the topic, which isn't conclusive as it depends on the music and the task being completed. My daughter likes to listen to background music to help her revise, but I think that this is to stop her from being distracted by other sounds in our home. You can find playlists on music streaming sites like spotify, specifically to help you focus.

Music

8.

9. The Right Environment

How's your environment? Do you have a messy desk? Are you always being interrupted? We all thrive in different environments. Some people enjoy the background noise of a coffee shop, and others need the silence of the library, so work out what's right for you. You might not be able to achieve it all of the time, but at least you'll know what you need when the time to focus comes.

10.

Meditation And Mindfulness Practice Are Both Great Ways Of Getting 'In Flow'

People who regularly practice meditation may improve their mental focus by altering brain function. According to a study by Italian neuroscientist Giuseppe Pagnoni, meditation not only changes brain patterns, but it also creates advantages in mental focus that may improve thinking performance. See the [Calm](#) and [HeadSpace](#) apps for 5 minute meditation and mindfulness exercises that you can easily fit into your day.

12.

Pomodoro Technique

The [Pomodoro technique](#) can transform both work and home life, splitting a day into short 30-minute 'pomodoros', which focuses your mind on what needs attention at that precise moment.

11. Don't Forget The Physical

A 2012 study in The Journal of Nutrition, found that mild dehydration, which can be so slight that you don't notice or feel thirsty, can lead to inattention and that physical activity can help improve your attention and focus, as it releases chemicals in the brain that affect learning and memory. So drink up and get moving!

13.

Don't Do List

This is one of my favourite things to do to help me stay focused. We're all familiar with creating a to-do list. Another list, which can improve our focus is the not-do list – things we shouldn't do. By being conscious of what to avoid, it'll automatically channel our energy into things that we want to do.

Watch our webinar on [Overcoming Procrastination](#) and access further [resources](#) to develop your focus.

Five Top Tips for Developing your Accountability



Recently I was searching for a business letter that I had filed away so safely, that frustratingly I couldn't locate.

I could have reacted by: blaming others for moving it from the place where I was sure that I had stored it, giving up my search and hoping that it would magically manifest itself, or hope that the person requesting the letter would forget about it.

These methods might have worked, but an alternative approach would be to [humbly](#) acknowledge that the situation had occurred, forgive myself, and think

about how I could learn from it and take action.

This alternative approach is what accountability looks like. It's about not making excuses, but owning your situation and moving forward from it and it's also about keeping promises to yourself.

Even though it makes perfect sense, some people still hate the word 'accountability.' Accountability can conjure up feelings like blame and guilt. It still reminds me of my secondary school head teacher, telling us that our motto should be 'no pain, no gain' during exam time. If it has

negative connotations for you, you could just replace it with a substitute, such as: faithfulness, loyalty or commitment.

Think about your current leader. Are they personally accountable? Do they instil accountability in you?

Would people say that you take personal accountability? If so, are you as good at keeping your promises to yourself as you are to others?

Here are 5 top tips on developing accountability, which are essential for you to lead yourself to success:

1. Say Uncomfortable Truths – I was delivering some training on courageous conversations last week and the leaders that were taking part were worried about the emotional reaction that they might receive. This was holding them back from saying what needed to be said. Being accountable is about dealing with the tough stuff, and even be willing to hold meetings to discuss issues that others were too fearful to address.

2. Seek Specific Feedback – Too often leaders say that they don't get feedback and when they do, it's vague. The quality of feedback that you receive is as good as the quality of question that you ask. Without feedback, it is impossible to judge if what you are doing is working for you and for others, find your blind spots and own your communications. When you have the feedback, you must be seen to act on it.

3. Own Up – Not only are you more likely to reach your goals, but you will build positive and productive working relationships when you practice an accountable style. You may find that your personal relationships improve as well. When you take responsibility for your failures and admit 'it's my bad,' you also earn the right to claim the successes, making you a happier person overall.

4. Focus on Rewards – Focus on the benefits of you being more accountable. Accountability delivers peace of mind and a sense of control. By taking control, you can:

- Save time when you stay focused on solutions.
- Save money when you empower your team to find better ways of working.
- Gain respect when you humbly know your limitations and talents.
- Become better at time management.
- Reduce stress in your life.

5. Speak it into Existence – When you make a promise to yourself, no-one knows and so it is easy to forget it, delay it or tell yourself that it never mattered. When you tell someone about the promise, you immediately feel that you have to do it. Whether it's a trusted friend or colleague, or it's just an updated LinkedIn status, publicly promising makes you a lot more accountable. Many people use a [coach](#) for this or join an accountability group.

Make a commitment now to be more accountable in work and life and let me know about the positive difference it makes for you and others.

Take a quiz assessing your accountability traits and access further [resources](#) to develop your accountability.



FIVE TOP TIPS TO DEVELOP YOUR INTEGRITY

In research on leadership, integrity is consistently rated as one of the most important character traits of a respected leader. Integrity can be defined as making values-based decisions, not decisions based on personal gain. So if my values are about fairness and I work in a restaurant where we share the tips, but a customer gives me a large tip and tells me to keep it for myself, have I shown integrity when I pocket my special tip without telling my colleagues?

Another way to think of it is, would I behave in the same way if someone were watching me? If you were acting with integrity you'd do the same thing whether or not you were being observed, because you'd believe that it was the right thing to do. Don't get me wrong, people with integrity aren't perfect, but they admit their mistakes and do what they can to right their wrongs.

***WOULD I BEHAVE
IN THE SAME WAY
IF SOMEONE WERE
WATCHING ME?***





When integrity is missing from our relationships, our leaders or ourselves, a break-down in trust occurs, support disappears and as a result no-one achieves their goals.

Aligning our internal values with our external behaviours sounds easy, but putting it into practice can be a challenge.

Here are my 5 top tips for developing your integrity:

1. Examine your own morals and ethics

What are your morals and ethics and where do they come from? When was the last time that you went against them, even in a small way and why was that? Have your morals and ethics changed, or does your behaviour need to? e.g. You say that you wouldn't steal, but whenever you are in the supermarket you try a few grapes before buying a bunch, are you living by your own values and morals?

2. Be a role model of integrity for others

Be consistent, open and clear with your morals and ethics. Encourage those around you to question you and others, especially when you/they don't appear to be acting with integrity. e.g. If a colleague proposes an approach that you think is questionable in regard to your ethics around inclusion, you could say "Tell me about how what you just suggested fits in with our values around inclusion?" This approach is curious and collaborative rather than conflictual.

3. Stand Up for What You Believe in

You'll always feel better about yourself for standing up for what you believe in. You can do this in a respectful and positive way. Always ask "How could I satisfy my ethics while also accommodating your outcomes?" Aim for a win win, it is possible with some positive and creative thinking.

4. Keep Your Agreements

Keep your word to yourself and others. Every day we make promises, so many that it's easy to forget them and when we do we jeopardise our relationships. Every small broken promise erodes trust. If you make a commitment, write it down and only cross it off once it's done, or let the person know if you can no longer fulfil it.

5. Surround yourself with people of integrity

Choosing the right company will make it easier to keep your integrity. Limit time spent with those who don't hold your values and ethics and if you are in a position to recruit people, consider how you hire people that have similar morals and ethics to you.

So give it a try this week. Think about your values and how you may need to change your behaviour to align with them, be a role model and keep to your word. And see the difference it makes.

Complete the integrity workbook and access further [resources](#) to develop your integrity.

THE ONLY TOOL YOU NEED TO DEVELOP YOUR **RESILIENCE**

Have you ever found yourself in one of these situations?

- Leaving an unbearable job and then to seek a new one, only to receive one rejection after another, with your savings starting to deplete.
- Having a fantastic career trajectory, only to receive some harsh and very public feedback from your team that you need to deal with and progress through.
- Your business is flourishing and then your best client decides to use another supplier and you realise that your company can't survive without them.

How did you cope? The truth is that you don't know

how resilient you are until you experience situations that you need to bounce back from. It's only then that you start to develop your resilience muscle.

I find that my [coaching clients](#) are often very hard on themselves for not being resilient enough; they think that they should immediately bounce back from difficulties.

It's very natural to be down in the dumps if you have a disappointment or rejection, however as you develop your resilience you can shorten the duration of that down time. It's unrealistic for it to disappear

***THE HARDER YOU THROW
ME DOWN, THE HARDER I
BOUNCE BACK UP***



completely, after all, you are only human.

A resilient leader is a person who sees failures as temporary setbacks they can recover from quickly. They maintain a positive attitude and a strong sense of opportunity even in difficult times. When faced with uncertainty, a resilient leader finds ways to move forward and avoids getting stuck. Many studies have indicated the importance of resilience as both an individual and leadership trait.

I believe that resilience can be taught and is essential in the volatile, uncertain, complex and ambiguous times in which we live. The true grit of a leader is not how they perform during the good times but how they display emotional strength, courage and professionalism during the most trying times.

Leading psychologist, Martin Seligman, says the way that we explain setbacks to ourselves is important. (He talks in terms of optimism and pessimism rather than resilience, however the effect is essentially the same.) This "explanatory style" is made up of three main elements:

Permanence – People who are optimistic (and therefore have more resilience,) see the effects of bad events as temporary rather than permanent. For instance, they might say "My boss didn't like the work I did on that project" rather than "My boss never likes my work."

Pervasiveness – Resilient people don't let setbacks or bad events affect other unrelated areas of their lives. For instance, they would say "I'm not very good at this," rather than "I'm no good at anything."

Personalisation – People who have resilience don't blame themselves when bad events occur. Instead, they see other people, or the circumstances as the cause. For instance, they might say "I didn't get the support I needed to finish that project successfully," rather than "I messed that project up because I can't do my job."

I'd like to share with you a helpful tool to develop your resilience that I use when delivering resilience training in organisations: **I have, I am, I can**. Here is



it in more detail:

I have – Think about what you have in your life, what is a secure base for you and what external resources you have access to. Such as:

- Trusting relationships
- Structure and rules
- Role models
- Encouragement to be autonomous
- Access to health, education and benefits.

I am – Consider what inner strength and self-belief you have. What are your beliefs about yourself, how confident are you?

Such as:

- Lovable
- Loving, emphatic and altruistic
- Proud of myself
- Autonomous and responsible
- Filled with hope, faith and trust.

I can – Reflect on your interpersonal skills and what you have that you can make use of. How can your network help, how are your relationships? Such as:

- Communicate
- Problem solve
- Manage my feelings and impulses
- Gauge the temperament of myself and others
- Seek trusting relationships.

This process enables you to recognize your qualities, attributes, skills and support network. A speaker at an event I attended recently, described herself as a bouncy ball, **'the harder you throw me down, the higher I bounce back up.'**

Using I Have, I Am, I Can, will definitely enhance your ability to bounce forward from setbacks.

Develop your personal resilience **in an hour long course and access further [resources](#).**

7 CHARACTERISTICS OF PERSEVERING LEADERS

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If we look throughout the world in every industry, in every culture, there's one consistent trend among successful individuals, and that trend is the ability to persevere. It's the ability to stand up and take a step forward when everyone else sits down.

The trait of perseverance doesn't always come naturally; luckily you can develop it. This also means that you have a choice to persevere or not.

If I think of the times that I have persevered: continuing to apply for my driving test when I had failed 4 times, completing a Masters degree with a more than full time business and a young child demanding my time and attention and the early days of my business when the enquiries weren't coming in. My common fears were a definite fear of failure and uncertainty about my ability; I had to struggle hard not to succumb to them.

However, the grit to persevere is lacking in many of us. So how do you gain the perseverance that many leaders have to see failure as a temporary obstacle? I found that Napoleon Bonaparte had some interesting wisdom on the topic.

Below I share and elaborate on his 7 characteristics of persevering leaders:

1. Definiteness of purpose.

Have you ever stopped to ask yourself why? Why you do what you do? What keeps you doing it day in and day out? What makes it important to you?

We only persevere when our 'why' is strong enough. Friedrich Nietzsche observing those in concentration camps said that **'He who has a why to live can bear almost anyhow.'** Your 'why' serves as a constant motivator to keep you on track and persevering. I completed a half marathon a few years ago and my 'why' was the cancer patients who would benefit from the fundraising and my responsibility to those who had contributed their hard-earned funds. This clear purpose meant that I persevered even when the going was extremely tough.

2. Desire.

You have to really want it, sometimes we don't want

something enough to do the hard work or persevere sufficiently to obtain it. I might want to combat climate change by doing my small part to recycle and drive less, but if my desire isn't strong enough, it means that I will still jump in the car to get some milk from the corner shop when I am feeling lazy or rushed. Sometimes you only recognize that your desire isn't that strong when you see others persevering beyond that which you do. A colleague that I work with won't get on a plane unless it's absolutely necessary, even



if alternative transportation takes double the time, because she closely monitors her carbon footprint.

3. Self-belief.

You must truly believe that you have the qualities and skills to achieve your preferred outcome, or that you can acquire them. Limiting beliefs will undermine your ability to persevere and absorb some of the energy that you want to use to power towards your goals. For example, if you have an important speech to deliver and you have constant doubts as to whether you can do it, this undermines your confidence and ultimately means that you waste time and energy worrying instead of preparing, or you decide that someone else should step in, or you are crippled with nerves when the time comes. None of these are an ideal outcome, so nurturing your self-belief can support your drive to persevere.

4. Definiteness of plans.

[Goal Setting](#) is a key aspect of persevering. If you don't know where you are going, how can you get there? Even if your plans aren't perfect, you should have something that you are loosely aiming for, it provides focus and a level of accountability needed to persevere. If your plans are vague and undefined, your levels of perseverance will dwindle.

5. Accurate.

Your perseverance should be based on a firm foundation of knowledge. After all, why persevere with a business if you haven't done your market research, understood the sector, created a business plan and worked out if it's financially viable? It's important to get expert advice and support to ensure that your perseverance is well focussed.

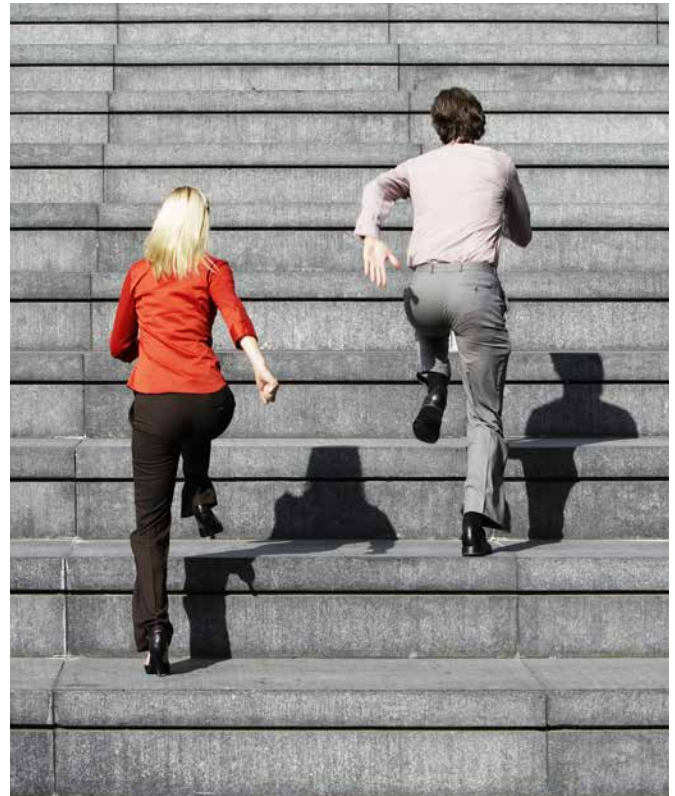
6. Willpower.

In 2011, 27% of Stress America survey respondents reported that lack of willpower was the most significant barrier to change.

According to most psychological scientists, willpower can be defined as:

- The ability to delay gratification, resisting short-term temptations in order to meet long-term goals.
- The capacity to override an unwanted thought, feeling or impulse.
- The ability to employ a "cool" cognitive system of behaviour rather than a "hot" emotional system.
- Conscious, effortful regulation of the self by the self.

Studies have found that those with willpower are ultimately more successful. The well-known marshmallow test gave children a marshmallow and said



that if they didn't eat it they'd get more marshmallows but if they ate the marshmallow straight away, they wouldn't get any more. Those who exercised willpower were found to achieve better grades and have better careers as they went through life.

7. Habit.

Persistence is the direct result of habit. Our mind absorbs what we feed it. If we repeat acts of [courage](#), then we will overcome our fears.

I hate driving across railway level crossings, the more I tell myself that, the more I fear them. However, the more I drive across them safely, the less I worry about them. If I really wanted to fully cure myself of this fear, I'd seek out level crossings and cross at least one a day for a month. That habit would help me persevere against my fears.

On a final note, there are of course times when we shouldn't persevere. We could doggedly consider that we must lose weight even when everyone tells us we are painfully thin, or go bankrupt before we consider that we should have sought help or evolved our business idea, or keep training when we have an injury and we've been told to rest and let it heal. This is perseverance gone too far.

Next Steps: Take inventory of yourself, determine what factors of perseverance you need to develop and check out the resources [here](#).

THREE WAYS TO BECOME MORE POSITIVE TODAY

A woman with dark curly hair tied in a bun, wearing a white button-down shirt, is leaning over a glass railing. She is looking down with a thoughtful or perhaps somber expression. Her reflection is visible in the glass. The background is a blurred cityscape.

Think about the last time that you received a combination of positive and negative feedback, which did you dwell on the most? I am guessing that it was the negative?

I find that when I am giving [coaching clients](#) feedback on the results of their [360 degree questionnaires](#), they always focus on the negative too. This is 100% normal because we are hardwired to dwell on negative feedback longer than positive feedback.

In fact, [studies](#) suggest that our memories weigh negative feedback more than three times stronger than positive.

This means that we have to make an extra effort to focus on, notice, savour and celebrate the positive.

Here's how:

1. Affirm Yourself in the Future

[Researchers](#) have found that when we self-affirm, particularly in the future tense, it helps us to engage in life more positively, bolster feelings of self-worth and respond more constructively to threats.

To help you do this, you can visualise a time in the future when you will:

- have fun with family and friends
- be successful at work
- feel proud of yourself
- feel successful.

I suggest that you write your responses down, immerse yourself in how you will feel and decide how you'll celebrate. Then check your positivity, it will have increased.

2. Go on a Mental Diet

You may have heard the saying that you are what you eat; well you are also a product of what you take in mentally. What is your mental diet? Do you feed your mind with positive books, podcasts, conversations, [programmes](#) and thoughts, or do you have an influx of something very different coming at you? To develop high levels of self-esteem and positivity, you need to up your intake of positivity, just like you might take a vitamin supplement. Why not start by watching something uplifting, like a [TEDx talk](#)?

3. Positive People

Think of those closest to you... Would you say that they are happy and optimistic?

The people that you surround yourself with at home, work and socially, will



impact how you feel and your success, more than any other factor.

We can't always avoid negative people, and we want to be there for people who are having a difficult time, but minimising or balancing our time between them and more positive people will improve our own positivity.

Whenever you have a choice, choose to associate with winners, positive people and people who are happy and optimistic.

Take a wellbeing quiz and access further [resources](#) to develop your positivity.

HOW TO GET PEOPLE TO CO-OPERATE WITH YOU

However independent we think we are, no woman or man is an island. We all need co-operation at home, work and in our daily interactions. If your experience is anything like mine, sometimes that can be frustrating. It can feel like others don't want to co-operate, don't share your ethos, or are just being obstructive.

You might ask, what's the difference between 'teamwork' and 'co-operation'? Well co-operation is the act of co-operating, while teamwork is the co-operative effort of a team of people for a common end.

For example, if while I am waiting at a bus stop in the rain, I ask you to hold my umbrella while I find my mobile phone in my handbag and you agree, you are

co-operating. If we, and the others at the bus stop decide to push the bus that has broken down in the hope that it will start, that is teamwork.

I have chosen to focus on inspiring **co-operation** because we are not all part of a team, but we always need others to **co-operate** with us.

So how do you do it? Well, simply telling others to co-operate with you just doesn't work, neither does making assumptions. **To inspire co-operation, you must Ask, Listen & Facilitate, here's how:**

Ask with Precision

Others might not co-operate with you if they don't



***“NO-ONE CAN WHISTLE A SYMPHONY.
IT TAKES A WHOLE ORCHESTRA TO PLAY IT.”
- H.E. LUCCOCK -***

know exactly what they should be doing. Too often our 'Ask' isn't clear. One of the first modules on my [online programme](#) is about perfecting your ask and having the courage to deliver it.

Is the person that you want to co-operate with you clear on the actions that you want them to take? How will they know they're doing it successfully? Have you shared your big vision to inspire them into action?

I've personally recognised that when my ask isn't clear, I end up feeling that people aren't working with me, but that's because they can't read my mind!

Co-operation and good communication go hand in hand. Check that you are not making assumptions and perhaps use a [psychometric](#) questionnaire to understand your communication preferences and those of others.

Listen for Motivation

If you want to inspire co-operation in someone, it's important to understand what motivates them. Don't assume that the same things that motivate you will motivate them.

Listen for clues about what enthuses them. If this is

difficult, then try to share the many different ways they'll benefit from co-operating with you. Perhaps it will help them solve a problem, save time or money, achieve a goal, learn something or gain recognition. By doing this, you are showing them why they would want to co-operate with you and tapping into their motivation.

Let them know that their actions make a difference.

Facilitate the How

Asking and listening aren't enough, you also have to ensure that they have the tools to co-operate with you. After all, they just might not know how or may not have the resources they need. Do they need training, a coach or a mentor? Have you explained it thoroughly enough step by step at the right level for them? You may have explained it before, but they still may need you to recap.

Lastly, do make sure that you go about inspiring co-operation with respect, politeness and clarity.

Now the challenge: Who is that person or group that you find it difficult to co-operate with? Ask, Listen and Facilitate and notice the difference.

Listen to a podcast on co-operation and access further [resources here](#).





I hope you found these articles helpful and that you are committed to developing your leadership skills. To help you, we have compiled a list of useful resources for each skill or attribute.

Want to go one want step further?

Individuals – Would you like to achieve more? Or to overcome the obstacles holding you back? Perhaps you'd like to re-gain the confidence you lost after a setback?

I use my experience to inspire and motivate people just like you, to help you increase belief in yourself and enable you to achieve life and career changes beyond expectation.

I do this through my [online training programme](#), [inspirational audios](#), [one-to-one-coaching](#), [events](#), [goal-setting retreats](#) and my book [Rocking Your Role](#).

Learn how Jenny can help you [craft the life and career you want, your way](#).

Organisations - Do you want to equip your leaders with the skills to lead effectively and maximise their potential? Is authenticity and Inclusion important to you? Do you want to create a culture where all can contribute and thrive?

I offer a range of [leadership development and coach training](#) to support leaders, teams and organisations, with a focus on authentic, inclusive and adaptive leadership.

Working with you, I create tailored programmes that deliver on your requirements, make a practical difference and offer return on investment.

I deliver inspiring and engaging [keynote talks](#) around themes such as Advancing Women's Careers, Wellbeing at Work and Inclusive Leadership.

Find out more about the [services](#) we offer or [get in touch](#) to discuss your requirements.

RESOURCES

PROGRAMMES, SERVICES & EVENTS RELEVANT TO ALL 12 LEADERSHIP SKILLS:

[Online Training:](#) An online training programme for busy women who want to develop themselves, achieve their goals and craft the life they want. Boost your confidence, feel empowered and inspired and improve your skills in as little as 10 minutes a day.

[Goal-setting Retreats:](#) Designed with busy working women like you in mind, our retreats offer an opportunity to step off life's treadmill, escape from the pressures of everyday life to reflect on your life, your goals and your competing commitments. Time to create a clear, achievable plan for your year ahead that looks at your personal as well as professional life.

[Events:](#) Jenny holds a series of panel discussions throughout the year. Please see our website for details of [upcoming events](#).

[Audio course:](#) Seven days of Inspirational Audio - Thought provoking and empowering podcasts in daily bite-size chunks on confidence, resilience, gratitude and more. [3 mins per audio]

SOME RESOURCES TO FURTHER SUPPORT YOU WITH YOUR VISION

BLOG: [Ditch Your New Years Resolution for a Vision](#) [2 min]

AUDIO: [Interview with Sarah Pavlov – Getting Connected with Your Purpose](#) [30 mins]

BLOG: [Can You Work Part-time and Be A Leader](#) [3 min]

AUDIO: [Interview with Janice B Gordon – Dream Big](#) [30 mins]

WEBINAR: [Goal Setting for Personal and Professional Success](#). [1 Hour]

BOOK: [Do More Great Work , Michael Bungay Stanier](#)

SOME RESOURCES TO FURTHER SUPPORT YOU WITH YOUR HUMILITY

WEBINAR: [Inclusive Leadership](#).

VARIOUS RESOURCES: [Podcasts, links, books and top tips on giving and receiving Feedback](#)

AUDIO: [Interview with Jackee Holder Why We Need More Compassion in Business](#) [30 mins]

WORKBOOK: [The Path to Humility](#) [completion over 2 weeks]

SOME RESOURCES TO FURTHER DEVELOP YOUR COURAGE

WEBINAR: [Taking Charge of Your Life](#) [45 mins]

PODCAST: [How to Say No](#) [23 mins]

WEBINAR: [Tackling Difficult Conversations](#) [45 mins]

PODCAST: [Taking a Leap of Faith](#) [27 mins]

BOOK: [Daring Greatly by Brene Brown](#)

VIDEO: [Would you Follow You](#) [5 mins]

BLOG POST: [4 ways to face your fears](#) [2 mins]

RESOURCES

SOME RESOURCES TO FURTHER BUILD YOUR **CONFIDENCE**

BLOG: Read more from Jenny about [developing your confidence](#).

BOOK: [Feel the Fear and Do it Anyway](#) by Susan Jeffers

WEBINAR: [Success Secrets](#) [45 mins]

PODCAST: [How to overcome career and life challenges with grace – Interview with Trisha Proud](#) [29 mins]

BOOK: [The Magic of Thinking Big](#) by David J Schwartz

BLOG: [How to Become a Confident Woman](#) [6 mins]

VIDEO: [How to Become a Confident Public Speaker](#) [55 mins]

SOME RESOURCES TO HELP YOU DEVELOP **AUTHENTICITY**

VIDEO: [TEDX Talk Ditch the Mask & Don the Cape in true pursuit of you](#) [21 mins]

PRESENTATION: [Finding Your Own Leadership Story](#)

VIDEO: [Would you follow you?](#)

BOOK: [If Women Rose Rooted : A Journey to Authenticity and Belonging](#) – 3 Nov 2016 by Sharon Blackie

WEBINARS: [Replay of the Webinars](#)

SOME RESOURCES TO HELP YOU **FOCUS**

BOOK: [The Power of Now](#) by Eckhart Tolle

VIDEO: [TED Talk – Flow, The Secret of Happiness](#) [18 mins]

ARTICLE: [How to Train Your Brain to Focus](#) [2 mins]

WEBINAR: [Overcoming Procrastination](#). [35 mins]

SOME RESOURCES TO DEVELOP YOUR **ACCOUNTABILITY**

ARTICLE: [When we learn from failure and when we don't](#)

BOOK: [Black Box Thinking](#) by Matthew Syed

QUIZ: [Accountability assessment based on 16 accountability traits](#)

RESOURCES

SOME RESOURCES TO DEVELOP YOUR INTEGRITY

AUDIO BOOK: [Integrity The Courage to Meet the Demands of Reality](#) By Henry Cloud

BOOK: [The Success Principles: How to Get from Where You Are to Where You Want to Be](#) by Jack Canfield

WORKBOOK: [Integrity Workbook](#)

RADIO INTERVIEW: Listen to my interview on BBC Radio London with Eddit Nestor about new research which states that many female breadwinners are hiding the amount they earn from their partners, you can [listen here](#) from about 22 mins

BLOG: See [my blog about the authenticity](#) that I saw in action last week when I spoke at the Celebrating Women in Apprenticeships Conference.

SOME RESOURCES TO BECOMING MORE RESILIENT

ONLINE: [Personal Resilience in an hour](#)

WORKBOOK: [Emotional Resilience Workbook](#)

BOOK: [Option B: Facing Adversity, Building Resilience, and Finding Joy](#) by Sheyl Sandberg

SOME RESOURCES TO HELP YOU DEVELOP PERSEVERANCE

VIDEO: [TED Talk – Angela Duckworth – The Power of Passion and Perseverance](#) (6 mins)

QUIZ: [How Self Motivated are you?](#)

VIDEO: TED Talk – [Carol Dweck Developing a Growth Mindset](#) (9.37 mins)

SOME RESOURCES TO DEVELOP YOUR POSITIVITY

QUIZ: [Take this wellbeing quiz, which will give you a score of your positivity](#)

BOOK: [The Untethered Soul: The Journey Beyond Yourself](#) – Michael A Singer

BOOK: [Little book of Positivity](#)

TED Talk: [The new era of positive psychology Martin Seligman](#) [23 mins]

SOME RESOURCES TO TO INSPIRE CO-OPERATION

TED Talk: An emotional TEDx talk from Janine Driver, [The Cooperation Paradigm: How to Get People to Listen & Cooperate](#) [15 mins]

PODCAST: [Phases of Cooperation](#) – Chester Barnard [50 mins]

Psychometric: [Understand your personality type](#)

To keep in touch and receive practical blogs and resources each month, like those in this e-book, please sign up for my newsletter. You may also enjoy the other resources on my website: my 7 day inspirational audios, webinars and organisational resources.

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All available at <https://www.jennygarrett.global>