

Your guide to an

EVEN BETTER 2022



Much of what is accepted about succeeding in leadership, in business and in life is simpler than some would have you believe.

We assume you're already good at many things. We assume you're keen to be even better. Our coaching-style approach encourages you to ask 'What could I be even better at, if I just did something differently?'

Whether you dive into just one topic, or choose all nine, you'll find one practical exercise to complete for each area.

So — are you ready to get on the road to getting even better? Excellent.

Let's start.



PURPOSE

Purpose is why a company exists. Therefore, it is not something you can create. However, it is something you can surface.

If your company is looking to re-examine its purpose to see if it still resonates in a changing world or if you personally are looking for a boost to reconnect with your company's purpose, this exercise is for you.



SURFACING YOUR PURPOSE QUESTIONNAIRE

Purpose and me

- At *[name of organisation]*, we should feel proud of...
- I believe that everything we do is, ultimately, in service of...
- Whatever the future holds, we will always...
- ...inspired me to join this company.
- ...makes me stay.
- What is most important to you to have in your work – list three things

Purpose and our business

- What do we do better than anyone else in our marketplace/competitive set?
- How could having a purpose differentiate us in the market?
- What do you think having a purpose could mean to our clients/customers?
- What should we always protect and retain about our business?
- What do you think we need to change in our organisation?
- Describe a time you've seen our company at its best
- Describe in up to three phrases what you see your colleagues doing when they are inspired by a new purpose

CHANGE

Change is not a dark art. But it does have a bit of a bad reputation.

Here's the thing about change: people are adaptable. While some of us are better at it than others, dealing with change and rolling out change initiatives at work are learned skills.

Change is easier, simpler and cheaper to implement in your business and in your life than you may think it is. But before change can occur, you need to understand what obstacles you're up against.



Seven universal barriers to change

- 1 People are uncertain in times of change
- 2 People don't see the need to change
- 3 People are subject to choice and information overload
- 4 People succumb to the status quo
- 5 People won't do hard things
- 6 People don't understand what you are saying
- 7 People aren't motivated

EXERCISE

Write down one of your goals for the new year.

Write your answer here

Now, identify which of the barriers to change are in play. Once you know your barriers to change, you can create a more realistic plan for achieving your goals.

Write your answer here

DIVERSITY & INCLUSION

If purpose is the golden factor in organizational success, then diversity & inclusion (D&I) is the golden enabler.

D&I is everywhere. It isn't, and shouldn't be, an activity undertaken by a few people sitting in corporate office in HR. It shows up every day in ourselves, our teams, and our communities.

Russ Norton, head of client experience at scarlettabbott, has devised a useful table to assist in broadening your D&I lens.



EXERCISE

BROADENING YOUR D&I LENS

Consider each audience and question. Then, write your answer!

Me

What can I do differently, or do more of, to be more inclusive?

My team

What can our team do differently, or do more of, to be more inclusive?

My organisation

What can we influence in our organization to do differently, or do more of, to be more inclusive?

My community

How can we show up in the wider community as an ally to marginalized groups?

Write your answers here

GROWTH

Growth is an appetite for life. To explore, discover, push, be better, evolve, learn and love. Great leaders view change through a growth lens.

Growth starts with fine-tuning our focus around what it is we want to improve and then being clear about what that improvement looks like. The GAPS grid is designed to help you reflect on what we consider to be the four pillars of career success.



EXERCISE THE GAPS GRID

In the book, we ask you to work through a set of questions for each area of the grid. Here, we pull out one question for each topic, but we encourage you to work through the full set contained in the book.

Goals to grow: Do you believe you have more potential than you are currently able to show?

Write your answers here

Abilities: What skills and qualities do you see in others that you wish you had more of?

Perception: How do you think you're seen by others when you have a good day? And a bad day?

Success: Who do you need to support your path to success?

OPTIMISM

Optimistic leaders look for opportunities where others only see problems. This creates hope, which generates a more proactive focus and sense of control and is vital to avoid any sense of panic or helplessness.

Optimism is primarily a mindset — a pattern of thinking that focuses on opportunity and proactivity. Are you ready to change your mindset?

Eight habits to build optimism

- 1 Change your lens
- 2 Improve your thinking
- 3 Focus forwards
- 4 Set the pessimism free
- 5 Be your own focus coach
- 6 The optimism mirror
- 7 Get some perspective
- 8 Be grateful



EXERCISE

BE YOUR OWN FOCUS COACH

Each of our eight habits to build optimism are described in full (with exercises!) in the book. We've chosen one to share here that we believe can help you see yourself in a new light.

Find someplace quiet, take out your phone, and film yourself reflecting on a situation that made you angry or frustrated. Share what's happened, how you're feeling, and what you're thinking. Then, go do something else for an hour.

When you're ready, sit down and watch your video. Try to view it as though you don't know the person looking back at you. When it's finished, ask yourself these three questions:

- 1 How would you describe the person you just watched?
- 2 What advice would you give them?
- 3 What should they immediately do?

DISRUPTION

Disrupting without a clear reason to grow and a belief that the thing you're proposing to do is possible is just disruption for disruption's sake. Companies and people who do that erode credibility and effectiveness extremely quickly.

Disruption is not the same as innovation. Innovation tends to be more product-focused, whereas disruption is more cultural and intent-based. If a company lacks a drive for disruption, top talent might walk out the door.

Ready to see how disruptive you are?



EXERCISE

MEASURING YOUR APPETITE FOR DISRUPTION

Score yourself against the questions below, with 1 being 'not at all / ever' and 5 being 'very/nearly always.'

- How disruptive would you say you are?
- How often do you propose changes to the way your business or team operates?
- How focused are you on your future customers?
- How often do you encourage people to try doing things in different ways?
- When a setback happens at work, do you naturally look for the opportunity?
- How comfortable are you with decisions that have an element of risk?
- How often do you try new things?
- How often do you challenge other peoples' opinions even if it might make you unpopular?

Write
your
answers
here

Now tally up your total score:

Score below 15: Low appetite.

You might be only tasked with managing the status quo.

Score 16-29: Medium appetite.

You have some appetite to disrupt for growth, depending on the situation.

Score 27-40: High appetite.

You're clearly a strong disruptor, but make sure it's focused on meeting the needs of your customers.

For reflection:

- Would you like your score to be different?
- If it were, what would that look like in your day to day?
- What might you be prepared to try and do differently?

HEALTH

The root cause behind most common health and wellbeing challenges is the conflict between 'want' and 'should.' We prefer to do in the moment what feels good, rather than what's in our best self-interest.

The five largest mindset barriers to making good health choices are:

- 1 People choose the instant hit
- 2 We think 'future us' will make better choices
- 3 We think of 'future us' as a different person
- 4 Poor employer incentive models
- 5 A scarcity mindset

Which of these is getting in your way?



EXERCISE

TEMPTATION BUNDLING

Even Better If contains six workplace interventions to help employees reach their health goals. One technique is called temptation bundling, which pairs together an activity we don't want to do with one we find enjoyable.

For example, one study only let participants listen to an exclusive, in-demand audio book while they were at the gym. That group went to the gym 51% more often than the control group.

Your turn: Pair something fun with something not so fun

I will give myself
(insert your favourite treat)

Write your
answer here

only when I complete
(insert a goal, activity or everyday habit)

Write your
answer here

SAFETY

Both workplace physical safety and psychological safety are serious topics. They must be put at the forefront of any wellbeing strategy because, frankly, they keep people alive.

We can look to behavioural science to help us unpack the key reasons why physical safety accidents happen at work:

- 1 Poorly designed default systems
- 2 Misaligned incentives
- 3 Complicated instructions
- 4 Lack of organizational commitment
- 5 Fatigue
- 6 Routine
- 7 Trade-offs between safety and speed

Which of these do you think is most problematic in your business?



EXERCISE

FOUR TIPS FOR INCREASING PSYCHOLOGICAL SAFETY

- 1 Show what healthy conflict looks like
- 2 Create a zero-tolerance policy for harassment and bullying
- 3 Help managers and leaders show up authentically
- 4 Acknowledge (rather than punish) failure

Question: Which of these do you actively see in your workplace? Which need improving?

Write your answer here

FINANCIAL WELLNESS

“For all intents and purposes, salary and compensation are not going to have any effect on financial wellness. None.” – Josh Newmister, design and lead for financial wellness at Facebook, North America.

There is a misconception that if we make a lot of money, our finances will be in tip-top shape. This stigma and belief is one reason why so many people struggle to get on their feet financially.

Companies must ask themselves what financial wellness looks like for their people and how

that manifests within different parts of the employee population. When we understand why saving more and spending less is so hard, we can begin to create solutions for our people.

Eight reasons why being smart with money is challenging

- 1 Spending money feels good
- 2 People are uncomfortable talking about money
- 3 Scarcity
- 4 Money is emotional
- 5 Financial planning is complex
- 6 Predatory products and advice
- 7 Procrastination
- 8 We think we have more time than we do



EXERCISE

THE EARMARK CHALLENGE

Even Better If contains ten workplace interventions to boost financial wellness. One intervention uses the power of mental accounting, which explains how people treat money differently if it's earmarked for different purposes.

Have a big savings goal on the horizon? Create a savings pot — in your bank, on your phone, or even in an envelope under your mattress. Label it with your intended savings goal. Research shows people who do this tend to reach their savings goals more quickly.

Question: What's your next savings goal?

Write your answer here

CLOSING THOUGHTS

We hope the exercises in this abridged guide help you get 2022 off to a roaring start!

Rachel, Lindsay and Charlie

