

## Conventional Education VS Smart Education

- **Purpose:** Economic Engine of the country. Education is the art of appreciating life. Its purpose is to teach us values, develop stimulated intellect, understand tolerance, and opportunities, and contribute to the growth the human society.
- **Benefits:** Better understanding and ability to justify between Right and Wrong. Avoid poverty, better income, healthy life, peace of mind, economic growth, and a crime-free society.
- **Smart Education:** Apart from conventional education students should be encouraged to learn about Invention, innovation, and Sustainable Development Goals in every field. Covering extra mileage and developing skills with a Creative mind. It is mandatory in every field and our day-to-day lifestyle with long-term goals.  
Example: 1) TV, 2) Kite, 3) Temporary King

## Online Education vs. Traditional Education:

With **online-based courses**, you can take **classes** in your own free time, without being forced to attend lessons at specific times. On the other hand, **traditional education** can be great for students who have more time in their daily schedule. This option is ideal for students who are not working.

## 5 Reasons Why Online Learning is More Effective

**Online learning** has been on the rise in recent years, and it's not hard to see why. On the one hand, eLearning courses have become hugely popular by the simple virtue of being so much more convenient than traditional face-to-face courses.

Students can fit them around their existing responsibilities and commitments and can engage with multimedia content and learning materials at whatever time is most convenient to them. Even better: they don't have to travel anywhere to study, they can simply log in to the virtual campus from the comfort of their own home or office.

There's a second reason why online learning has become so popular: it's cheaper. Cost can often be a prohibitive factor in why individual students don't enroll in courses they're interested in. This is also an issue for corporations who wish to encourage their employees to undergo further training but don't have much of a budget for conferences and training courses. **Online courses** are easily accessible on much smaller budgets.

In addition to the convenience and the cost, a large number of students are turning to online learning courses because they have become a better way to learn. Those students who are serious about improving their understanding, learning new skills, and gaining valuable qualifications are keen to enroll in the type of course that will be the most effective.



with regular short tests can improve student engagement. Research from Harvard showed that using these short, regular tests [halved student distraction, tripled note-taking, and students' overall retention of the content improved.](#)

It's also worth noting that the more often students are assessed, the better their tutors can keep track of their progress. Increased student tracking means that tutors can step in earlier when assistance is needed.

## #5. E-Learning is the greener option

Online learning is certainly the more effective option for students, but it's also better for the environment. [The Open University in Britain](#) has found that online courses equate to an average of 90% less energy and 85% fewer CO2 emissions per student than traditional-person courses. This certainly makes online learning and multimedia content a more effective method of education overall. Promoting and engaging in this kind of learning can help both individuals and corporations to do their bit for the environment and stick to their own environmental goals.

Interested in finding out more about the most effective way to learn languages? E-Learning courses utilize high-quality multimedia content to increase student understanding and provide an impressive virtually immersive experience.

## We should try to find out best online education at affordable cost from top Universities in the world

Top 100 US universities	
Rank	University
1	<a href="#"><u>Massachusetts Institute of Technology (MIT)</u></a>
2	<a href="#"><u>Stanford University</u></a>
3	<a href="#"><u>Harvard University</u></a>
4	<a href="#"><u>California Institute of Technology (Caltech)</u></a>
5	<a href="#"><u>University of Chicago</u></a>
6	<a href="#"><u>Princeton University</u></a>

7	<u>Cornell University</u>
8	<u>University of Pennsylvania</u>
9	<u>Yale University</u>
10	<u>Columbia University</u>
11	<u>University of Michigan</u>
12	<u>Johns Hopkins University</u>
13	<u>Duke University</u>
14	<u>The University of California, Berkeley (UCB)</u>
15	<u>Northwestern University</u>
16	<u>The University of California, Los Angeles (UCLA)</u>
17	<u>New York University</u>
18	<u>The University of California, San Diego (UCSD)</u>
19	<u>Carnegie Mellon University</u>
20	<u>University of Wisconsin-Madison</u>
21	<u>Brown University</u>
22	<u>University of Texas at Austin</u>
23	<u>University of Washington</u>

24	<u>Georgia Institute of Technology</u>
25	<u>University of Illinois at Urbana-Champaign</u>
26	<u>Rice University</u>
27	<u>University of North Carolina, Chapel Hill</u>
28	<u>Pennsylvania State University</u>
29	<u>Boston University</u>
30	<u>The Ohio State University</u>
31	<u>University of California, Davis</u>
32	<u>Washington University in St. Louis</u>
33	<u>Purdue University</u>
34	<u>University of Southern California</u>
35	<u>The University of California, Santa Barbara (UCSB)</u>
36	<u>University of Maryland, College Park</u>
37	<u>University of Pittsburgh</u>
38	<u>Michigan State University</u>
=39	<u>Emory University</u>
=39	<u>University of Minnesota</u>
41	<u>University of Florida</u>

42	<u>University of Rochester</u>
43	<u>Case Western Reserve University</u>
44	<u>Texas A&amp;M University</u>
45	<u>University of Virginia</u>
46	<u>Vanderbilt University</u>
47	<u>University of Colorado Boulder</u>
48	<u>Dartmouth College</u>
49	<u>University of Notre Dame</u>
50	<u>Arizona State University</u>
51	<u>University of California, Irvine</u>
52	<u>Georgetown University</u>
53	The <u>University of Illinois, Chicago (UIC)</u>
54	<u>Tufts University</u>
55	<u>Rutgers university</u>
=55	<u>The University of Arizona</u>
57	<u>University of Miami</u>
58	<u>North Carolina State University</u>
59	<u>University of Massachusetts Amherst</u>
60	<u>Indiana University Bloomington</u>

61	<u>University of Hawai'i at Mañoa</u>
62	<u>Virginia Polytechnic Institute and State University</u>
63	<u>George Washington University</u>
64	<u>University at Buffalo SUNY</u>
65	<u>Northeastern University</u>
66	<u>University of Utah</u>
=67	<u>Stony Brook University, State University of New York</u>
=67	<u>The Katz School at Yeshiva University</u>
69	<u>University of California, Santa Cruz</u>
70	<u>University of Kansas</u>
71	<u>University of Connecticut</u>
72	<u>Rensselaer Polytechnic University</u>
73	<u>University of Colorado, Denver</u>
74	<u>Wake Forest University</u>
75	<u>Washington State University</u>
76	<u>The University of Tennessee, Knoxville</u>
77	<u>Tulane University</u>
=78	<u>Illinois Institute of Technology</u>

=78	<u>University of Iowa</u>
80	<u>Boston College</u>
81	<u>Colorado State University</u>
82	<u>Florida State University</u>
83	<u>University of California, Riverside</u>
84	<u>University of Maryland, Baltimore County</u>
85	<u>Oregon State University</u>
86	<u>Brandeis University</u>
87	<u>The University of Georgia</u>
88	<u>Wayne State University</u>
89	<u>University of Delaware</u>
90	<u>University of Texas Dallas</u>
91	<u>Iowa State University</u>
92	<u>Clark University</u>
=93	<u>Lehigh University</u>
=93	<u>University of Missouri, Columbia</u>
=95	<u>Drexel University</u>
=95	<u>The New School</u>
=95	<u>University of Cincinnati</u>



=95	<u>University of Nebraska</u>
=95	<u>University of South Carolina at Columbia</u>
=99	<u>University of Massachusetts, Boston</u>
=99	<u>University of Oklahoma</u>
=99	<u>University of Vermont</u>

### **How was Harvard University founded?**

Harvard University was founded in 1636 in colonial America by the General Court of the Massachusetts Bay Colony. The school was initially created to educate members of the clergy, according to the university's archives. Harvard is named after a Puritan minister – John Harvard – who, in 1638, left his 400-book library and half of his estate to the young school. The first commencement ceremony at Harvard held in 1642, had nine graduates.

### **Who owns Harvard?**

Since it is a private, nonprofit institution, Harvard University doesn't have an owner as a for-profit company does. In terms of its governance structure, Harvard has two boards – the Harvard Corporation and the Board of Overseers – that govern the university and determine its future policies and plans.

File Home Insert Page Layout Formulas Data Review View Developer Tableau Help Fuzzy Lookup Power Pivot

Cut Copy Paste Format Painter Clipboard

Lato 11 Font

Wrap Text Merge & Center Alignment

General Number

M5 RANK

**QS WORLD UNIVERSITY RANKINGS 2020 RESULTS**

You can also ccess the full results on [www.topuniversities.com](http://www.topuniversities.com)

2020	2019	Institution Name		
1	1	Massachusetts Institute of Technology (MIT)	United States	M
2	2	Stanford University	United States	L
3	3	Harvard University	United States	L
4	5	University of Oxford	United Kingdom	L
5	4	California Institute of Technology (Caltech)	United States	S
6	7	ETH Zurich (Swiss Federal Institute of Technology)	Switzerland	L
7	6	University of Cambridge	United Kingdom	L
8	10	UCL (University College London)	United Kingdom	XL
9	8	Imperial College London	United Kingdom	L
10	9	University of Chicago	United States	L

# Important Information

Research from the 2019 Global Start-Up Ecosystem Report identified four of the nine key components of a high-performing start-up ecosystem include • Funding, • Knowledge, • Connectedness, and • market reach.

There are lots of events, mentors, and the desire to help add value to start-ups and ventures.

I believe the returns can be better for the investors, the economy, and the country.

I believe this great opportunity will grow exponentially over the next 10 years.

Give people what they want and you will get what you want!

## ACCESSING INTERNATIONAL MARKETING

Founders and companies should be global and scalable.

How to access international markets is a key challenge.

Do we need to build trust with each other?

### Some solutions could include

- Country should have launch pads and grants
- Investors have connections
- Networks need to be accessed
- Trade shows
- International VCs
- Network of professionals
- Building out an international network of forums

The next decade should provide an outstanding opportunity for global investors.

Onwards and upwards!

Company culture is back on the agenda for leaders of small and large businesses alike. Seemingly out of favor for more than a decade, culture took a back seat as performance management and learning management systems were deployed, Lean and Agile methodologies took hold, and engagement surveys ruled. Employee experience in workplaces across the globe is just some of the reasons why organizational culture is in the spotlight.

With evidence supporting its far-reaching impacts on employee engagement, culture and behavior, customer satisfaction, and profitability is now top of the priority list for enlightened CEOs and business

owners who understand better. But there is a big difference between knowing that a healthy culture is important and knowing how to achieve it.

Recent research by Deloitte of more than 7,000 business leaders across the globe found that although most leaders (87 percent) think culture is important, only 28 percent believe they understand their culture well and just 19 percent believe they have the right culture.

## Here are three reasons why every organization should conduct regular culture assessments to measure and help manage their culture:

### 1. WHAT GETS MEASURED GETS IMPROVED:

In a new take on the adage “what gets measured gets done”, an American entrepreneur and founder of Go Daddy Group, Bob Parsons, stresses the importance of measuring everything of significance.

In his *16 Rules for Success*, he points out that:

Anything that is measured and watched improves, and anything that is not managed deteriorates.

Traditionally, culture was hard to measure and manage. Now survey instruments like the **Cultural Transformation Tools from Barrett Values Centre** provide an objective, quantitative measure of an organization’s cultural health. This cultural health score, which is based on the proportion of positive versus potentially limiting values and behaviors in the current culture, can be used to measure, monitor and help manage culture over time.

It is possible to measure the current culture of an organization, and the various demographics or subcultures within, such as departments, locations, or levels. It can also be useful to compare results within industry sectors across the globe to understand how an organization is tracking on a macro level.

Culture is now a key performance indicator for many CEOs and executives, sparking a keen and sometimes “back pocket interest” in prioritizing and influencing culture for the better. When it comes to the causal link between measurement and improvement, culture is no exception.

### 2. FOCUS ON THE RIGHT THINGS

Beyond engagement surveys, leaders need to dig beneath the surface to really understand what underpins their culture. Knowing their “secret sauce” and what to reinforce is just as important for sustaining high levels of performance as knowing what to improve.

The former CEO of an award-winning organization with 35 staff explained that they had 100% staff engagement and a “gorgeous” culture. As a founder of the organization, she was often asked what their secret was and what their core values were. At the time their culture was something that she took for granted and couldn’t really articulate (well-spoken person).

It wasn’t until she became CEO of a much larger organization where she could not get the information needed to make decisions that she realized there were underlying cultural issues at play that she needed to understand and address. A values-based culture survey was commissioned to understand “the good, the bad, and the ugly” of the current culture so they could build on the strengths, address the issues and start moving toward the culture they desired. Without a sound cultural measure, much time and money would likely have been wasted on HR initiatives aimed at the wrong thing.

Rosemary Fisher, one of the consultants engaged to assist in the culture survey process commented that “Culture isn’t something you necessarily think about when everything is running smoothly. But when things aren’t right you need to look under the surface. You need the right tools and evidence to understand the fundamentals of your organization’s culture. Too many people look at engagement and then try to influence culture. But to really effect change, you need to understand your culture’s current strengths and weaknesses.”

### 3. INCREASE THE ODDS OF A SUCCESSFUL STRATEGY IMPLEMENTATION

Culture has an impact on everything inside an organization. And like a living organism, it has the power to adapt and evolve on its own.

Therefore, leaders have two choices. They can positively and intentionally influence their organizational culture or leave it to chance and risk it evolving in ways that negatively impact performance.

Understanding the culture that exists, dealing with the challenges, and proactively determining and shaping the culture needed for the future are the first steps toward creating a cultural advantage that fuels the organization’s strategy. Without cultural data as guidance, leaders are flying blind.

Christopher Gomez, CEO of Barrett Values Centre commented, “In today’s volatile business landscape, leaders need to revise their strategies more frequently. How do you know if you have the right culture to not just enable but ignite your new strategy? Measuring your culture allows you to truly understand your strengths, opportunities, and blind spots.

Without data to show the culture you have and the one that will best serve you going forward, you are betting the success of your strategy on luck.”

There is now significant evidence supporting the relationship between organizational culture and numerous business outcomes including employee engagement, customer satisfaction, sales performance, and ultimately business results. Measuring and managing organizational culture is simply good for business.

The researchers argue that the positive aspects of narcissism (persistence, confidence, and risk-taking) are an important ingredient in successful leaders. The additional presence of humility (i.e. admitting limitations, highlighting the contributions of others) can temper the potential negative aspects of narcissism (i.e. arrogance and self-centeredness).

### WHY IS DIGITAL TRANSFORMATION DIFFERENT?

The root of the problem is that mature organizations must digitize before they can become digital. Digitizing an organization goes to the very heart of how an organization creates and delivers value and then turns it on its head. After decades of corporate evolution, delivering value today is dependent on thousands of process fragments stitched together by a tangled web of legacy systems. This brings up the dilemma: do companies train existing staff who understand the organization but lack the new skills and experience of working in a digital native? Or, do companies hire external staff with new skills but limited organizational knowledge and hope they learn quickly? The language associated with the new skills is so

“other-worldly” that building in-house capability appears as a daunting task. Hence, the more common route to transformation is to establish a Change Team based on new hires. The next step is to

re-allocate a sizeable portion of the investment pool and trim the operating budgets of the Run Team (those responsible for delivering day-to-day services) to fund the change. It is this approach that sows the seeds of division, which will eventually undermine the transformation.

### ACHIEVING A GREAT CULTURE:

HR Directors are asked to implement culture programs as a key business imperative, which begs the question, what is the potential impact of improving culture and what’s the most effective way to get a great result?

Conversely, what is the impact of a poor culture? Larry Thompson, the US Justice Department–appointed monitor after the ‘Diesel gate’ scandal, stated ‘There was a corrupt corporate culture at Volkswagen ... it was not a culture marked by honesty and openness.’ It’s an extreme example but he suggested it contributed to illegal and scandalous decisions which cost VW billions.

### HOW DO YOU CREATE A GREAT CULTURE?

Start by defining culture as “the attitudes and behaviors people unconsciously adopt to fit in with the expectations of the people around them.”

This gives a clue to the simplest, and most effective way to create a great culture. Make it conscious. A common mistake is to define culture as either “the way we do things around here” or “shared values, norms, and traits.” They describe the outcomes of culture but don’t help leaders understand what they are dealing with.

Culture should be a conscious and simple conversation. Leaders that talk about the attitudes and behaviors they demonstrate, and expect from their teams, are more likely to achieve great results. Just this simple step can make a huge difference.

The best thing you can do is Define a target culture in one word. Yes, one word, or two at the most.

The idea is to make it simple, memorable, and something that will get people talking. Don’t make the mistake of overcomplicating things with a series of values with expanded definitions that people can’t remember. Make it something that will actively stimulate a conversation.

In one word, the catchier the better. The point is to get people talking about the attitudes and behaviors they need to adopt to deliver the purpose and strategy of the organization.

Once people are talking it’s then a matter of “A - Assessing the current culture,” “P - Planning” a process to bridge the gap, and “T - Transforming” the business.

### MAKING IT WORK

To make this work leaders need to be accountable for culture and willing to engage in conversations with their people. For many of them, this means a different style of leadership. They will need to listen, facilitate, and guide conversations to reach a group decision.

Leaders have the role of providing guidance on the conversations in A.D.A.P.T. and the support, coaching, training, and development needed to make this happen. When you do you can create something magical.

A great culture is a fantastic place to be. It inspires people in ways you can only imagine and it's only possible if your leaders have genuine and authentic conversations with their people about the culture needed to deliver your purpose.

### LEADERSHIP:

Most leaders have never been taught to lead. The people promoted to positions of leadership in many businesses are those who've excelled at being a practitioner in the business, so they seem the obvious choice for a more senior 'leadership' position. Sadly, this often fails which only serves to demotivate the team and set the newly appointed 'leader' up for failure.

"Leadership can be defined as what gets you going, management is what you keep going. However, most people in leadership positions are not leading at all, in fact, they are barely managing,"

Many people do not understand that leadership is also situational.

"Anyone can lead and frequently we see leadership in action every day by people without leadership titles. This is inspiring and demonstrates true leadership.

"Leadership means modeling the way, taking the lead, creating a vision of possibility, challenging the current thinking and setting the tone for success no matter in which arena – life, relationships, family and business."

"Organization needs more transformational leaders who operate from a position of possibility, empathy, and hope, and not the opposite which is transactional leadership based on managing by fear."

"It's not about telling people what to do, how to think or behave. It's about showing, guiding and leading by example so that your team – all of it, grows and raises their individual bar of standards," .

"Those that believe that they can lead with a 'do as I say and not as I do approach' is not only letting their team down but far more importantly the company will then not have the right culture or approach to be of the best service to its clients.

"Truly great leaders are inspirational, and supportive and don't need to ridicule their subordinates to elevate themselves. They aspire to grow their team and if the company can't offer them the right position or opportunities after that growth, they will assist them to grow further elsewhere with their absolute blessing. Through this approach, the company gets a team that knows management is there for them, and then they in turn, will be there for the company and their company's clients".

So, whilst these men are using different words, the sentiment is totally in line with what you say, especially in leadership, and needs to be observable. To be blunt, it's about walking your talk, which sadly, many people (in life and business) try to bluff their way through. In the 'bluffing' vacuum, leadership will always be a casualty. Part of ensuring a 'bluffing vacuum' doesn't become the norm is having good boundaries. Boundaries are what's ok and what's not ok (for you or the organization). And when boundaries are viewed in this way, they really aren't the big scary thing some people make them out to be. That's ok, and what's not ok is devoid (entirely lacking) of judgment. It's an uber-simple

explanation, making boundaries something to be embraced rather than shied away (not confident) from. Those who struggle with boundaries value being liked over their own self-respect/self-worth.

Those who struggle with boundaries value being liked over their own self-respect/self-worth.

Slippery boundaries are a fast track to suddenly ending up with a client who takes advantage of you, or waiting on an invoice to be paid that's over 90 days late, or a staff member who starts off with a few sick days and then is more away than they are at work.

Whilst extreme, the 'boss' in the above examples may value being liked more than they value having a company that runs efficiently with staff who respect the work being done, and because of this need to be liked, no one (not staff or clients) are held accountable for their actions.

This is classic 'lack of boundaries' territory. Being respectful of the boundaries of those with whom we interact is important, but not as important as respecting our own personal boundaries about what's ok and what's not ok.

"Maintaining your own internal compass will help you avoid shady deals or compromising ethical dilemmas. If you can't live with yourself then you can't live with anyone else either, so being clear on boundaries is fundamental to human and business success,"

"Boundaries in business means deciding what is acceptable and not acceptable in a business about dealings with customers, stakeholders, and staff for example. As an example, Sir Richard Branson has boundaries he sets (like most multi-company owners) on what his board members and senior executives can and cannot do. Other organizations have boundaries on what can be accepted by suppliers and providers. In small businesses, boundaries might be set around credit terms, customer discounts, the use of company vehicles, and company credit cards. Whatever your size, boundaries are critical to brand reputation and business success." So, with boundaries and leadership all sorted, the road ahead should be clear sailing, right? As every entrepreneur knows, a business can be like the tide – rising and falling. When considering the challenging times that all businesses inevitably face, another 'buzzword' comes to mind and it's used a lot across all areas of society now.

## RESILIENCE:

(Capacity to recover quickly from difficulties; toughness).

"The often remarkable resilience of so many British institutions"

Tracy Tully, a former high school principal who had to develop her own super-sized resilience tools during her career, has learned from the trenches experience, and now helps women to grow their resilience through her Motivating Resilient Women Coaching business. Tracy says that many people mistakenly believe that resilience is something that you've either got or not. She's quick to debunk that notion. "Resilience is not an attribute you are born with. It is a skill that you can improve with patience and training." "Anyone can learn to grow their resilience capabilities and like any skill, learning resilience is something that you can do at any age, from any background, no matter your education or family relationships. It is something we can teach our children, our team members, and especially ourselves," Tracy explains. She's also quick to point out that being resilient doesn't mean the person doesn't feel the intensity of the event or problem. Instead, it just means that they've found a pretty good way of analyzing it and bouncing back from it faster than other people, and helping others around them do the



same. Tracy points to relationships as one of the key factors in assisting people build their resilience muscle. "Powerful factors in determining our levels of resilience proofing is our ability to emotionally connect with others, physiological strength, our ability to adapt and our flexibility to think creatively."

"Positive relationships with our spouse, children, and friends, help us to feel bonded and provides support and encouragement that helps us to keep going. Those relationships can offer alternative suggestions for how we can view challenging situations, the most appropriate ways for us to act, and help us to reframe situations with less emotion." "Resilience is not about ignoring what's happening or pretending that everything's ok, it's about being courageous enough to share what's going on with those around us, so they have permission to offer a different perspective which can help our resilience to grow."

It is perhaps the relationship with self that holds the greatest key to developing resilience. The Resilience Project was founded by Hugh van Cuylenberg. The Resilience Project works with schools and corporate groups and holds public talks around the country each year. Their focus is on gratitude, empathy, and mindfulness. Rather than these words adding to the esoteric list of buzz words that often have a little firm, actionable ways to develop these things, Hugh and his team have developed gratitude (the quality of being thankful; readiness to show appreciation for and to return kindness.

"She expressed her gratitude to the committee for their support")

The journal allows people to reflect daily on the things they are grateful for or that went well for them. This simple act of taking a pause to reflect on what there is to be grateful for is having a profound effect on our community and our world. "Over the last few years, there has been an increasing demand for presentations in the corporate world because there has been the realization that a person's mental and emotional well-being will directly influence their performance in the workplace.

"Everyone is placed somewhere on the mental health spectrum and no matter where you find yourself, it's important that we all work on our mental health so that we can function more effectively - both at home and at work.

"We have found that by focusing on gratitude, empathy, and mindfulness, as well as touching on other well-being factors including emotional literacy, exercise, social connection, and living with purpose, everyone can make simple but effective changes to their health.

"These are not complicated concepts, but change will only occur when we integrate these concepts into our daily lives. These changes will not only positively affect an individual's day-to-day wellbeing, but they will assist people to deal with stressful situations at work as well as improve connections between colleagues and teams."

It's in mastering the 'buzz words' and finding ways to put them into practice in business and in life, that the richness of life and all it offers can truly be enjoyed.

#### INSPIRATION CAN COME FROM THE DARKEST PLACES:

It's dark. Really dark. And often in these times, we think, the darkness will never end. But it does end, and often, like a phoenix that rises from the ashes, the byproduct of this darkness, these hard times, is nothing short of inspirational.

Inspirational, not only because it rose from a dark place deep inside another human, but inspirational because it shows others just what the human spirit is capable of and reminds us that this possibility lives in us all.

“As grief can make your world fall apart and break the foundations of your life, it can also lead to rebuilding a life with a change in perspective.”

It's common when thinking about grief, to think of the big moments of grief: death, tragedy, a relationship breakdown that all result in the person feeling they're trapped in a world of darkness. But she believes growth is possible but also stresses it doesn't mean the grief doesn't hurt.

“To make it clear, growing from loss does not mean that there is an endpoint to grief, or that suddenly, the pain has ended, and you are blissfully happy.

“A person's growth can occur while feeling pain from the loss of a loved one or that special person who was in your life. When you face your pain, there is also a chance for personal growth to occur”.

Is seen personal growth from grief starts off small – where people begin being grateful for the ‘small things in life’ or look at their priorities and have redefined what they see as important in the wake of tragedy.

“When you grow from the grief you may discover the strength you never knew you had. It can help you to redefine meaning in life and develop a sense of knowing, that no matter what life throws at you, you will cope.

“Some people decide to take that first step in doing things they have always wanted but were too worried about what other people would think. When you think about it, what else you can lose, you've already lost that special person in your life, so this might be just the opportunity you need to take steps to really honor them”.

Finding one's passion doesn't have to come from a dark moment. But if a dark moment does befall you, then their advice is to look for inspiration once the pain starts to subside. Discovering a passion in the darkness can be the very thing to assist in turning on a light.

### 3 WAYS TO TRANSFORM YOUR *disconnected* TEAM:

Highly disconnected and disengaged employees don't feel part of anything, have low commitment, and are usually only at work to do the bare minimum and collect their pay. Yet, unfortunately, these individuals are common in organizations and teams everywhere today.

When people lack emotional connection to their work, they usually take more sick days and there are performance and behavioral issues, with extreme cases leading to purposely causing harm and disruption to the entire business.

On the flip side, engaged employees feel a real sense of connection to their work, their leader, and their peers. They want to work with others, which means collaboration happens and performance thrives.

A study by Gallup revealed that companies with engaged workforces have higher earnings per share and even recovered at a faster rate from the recession. In addition, people who feel connected to their leaders are more likely to remain with their organizations and act in ways that support the overall vision.

This means that as a leader, you are responsible for moving your people from feeling disconnected to connected – something that is not always easy. It takes focus, energy, and emotional courage to do this. Here are three ways to help.

### 1. BE CURIOUS

Being curious and interested in your people is critical to building strong connections. As a leader, how else do you understand what drives and motivates your people if you are not Curious? If you don't invest the time in really getting to know them?

Being curious about your people as individuals allow you to coach and motivate those using strategies and tools that are right for them rather than using a one-size-fits-all approach.

This also means that great leaders are much more interested in listening to others than listening to themselves; to learn, to leverage the talent and different strengths in the team. You simply can't do this if you aren't curious about what your people bring.

### 2. SHOW HUMILITY

The governor of the Bank of England, Mark Carney, claimed in 2018 that humility is one of four essential leadership traits in this era of disruption. Leaders who exhibit humility listen to their people and invite them to share their ideas and challenge the status quo in order to improve and grow.

Part of the process of genuinely connecting with your people and being able to be humble is letting go of your own excessive ego, insecurities, and concerns about status.

Humility in leadership allows you to have an accurate perception of your strengths and weaknesses and to understand the needs of others. It allows you to recognize the contribution of others, which in turn means people feel valued.

### 3. PRACTICE COMPASSION

Christina Baedeker of the Australian School of Business researched the link between leadership and Organizational performance, collecting data from more than 5,600 people in 77 organizations. She concluded that: Out of all the various elements in a business, the ability of a leader to be compassionate, 'to understand people's motivators, hopes and difficulties and to create the right support mechanism to allow people to be as good as they can be', had the greatest correlation with profitability and productivity.

Employees feel greater trust in leaders who are compassionate. [Harvard Business School's Amy Cuddy and her research partner have shown that leaders who project warmth before establishing their competence are more effective than those who lead with toughness and skill. This is due to the trust that is created with warmth, kindness, and compassion.](#)

When trust is built; strong connections are created. This is when you move beyond just engagement and start to achieve real commitment and results from your people, both internal and external to the business. Author Michelle Sales is a speaker, trainer, coach, and author who helps senior leaders and their teams to build confidence and maximize their leadership and performance by consciously

connecting with others. Why leaders must bring both head and heart to work to build trust, lift engagement and accelerate organizational results.

## BUSINESS DISASTERS TO AVOID AUSSIE CASE STUDIES

Business disasters come in all shapes, sizes, and industries. There are many famous examples – think Enron, Blockbuster Video, and Dick Smith. Businesses can be vulnerable to disaster at any stage, but start-up and expansion phases are particularly risky.

**Sustainable goals:** Slow and steady to win the race. The first phase will be monitored minutely for corrections, suggestions, unwanted expenses, communication, training programs, responsibilities, brainstorming, empowerment, discipline, reporting, culture adoptions, comments, rectifying misunderstandings, feedback, customer satisfaction, the loyalty program for staff and customers, food habits, eat less for good health, fine for food waste, littering fine, prosecution on theft, fighting, abusing, harassment, bribing, and any unethical activity.

**Lesson-1:** Once the product is launched the clock is ticking. If the customers have not accepted the new product then patiently waiting might be understandable but an urgent revision of the assumptions behind the KPIs would be wise. Even successful entrepreneurs have learned to accept what the market says as reality.

**Lesson-2:** Naturally entrepreneurs fall in love with their idea be it a service or a product. The actual product itself can become the center of attention. Stepping back would reveal that an entrepreneur must always remember that it is the business model that's important and the business must pay its way.

**Lesson-3:** Persistence can sometimes be confused with ego. Having committed to a business model, with everyone who knows you watching, can unwittingly lock you into a dismissive response to any pragmatic suggestion of a major rethink. Be bold and learn to listen.

Not every business will end up like this but to avoid disaster, you've got to be smart and pragmatic. As American comedian WC Fields said: "If at first, you don't succeed, try, try again. Then quit. There's no point in being a damn fool about it."

## AI IN YOUR WORKPLACE – *Coming* READY OR NOT:

Think "Humans and machines – better together." Find ways for AI to simplify and automate boring and repetitive tasks, assist people to do their jobs better, and provide intelligent information to improve their decision-making.

For example, AI can do simple administrative tasks such as scheduling appointments, sending reminders, and recording and transcribing conversations in meetings. Outsourcing this work to smart software frees up valuable time for your people.

AI, together with the Internet of Things (IoT), can create "smart" workplaces with sensors that constantly monitor patterns of behavior to create safer, more productive, and more effective work environments.

Most leaders expect AI to play an increasingly important role in the workplace, boosting productivity, efficiency, and safety. If you haven't already started integrating AI, it's not too late – but don't wait too long!

### OVERHAUL YOUR Meetings:

"I wish I had more meetings", said no one, ever. The average executive spends 23 hours per week in meetings. Yet few obsess over how to reduce this time and ensure it is time well spent. With a bit of planning and some creativity, some of the world's most successful leaders have reduced time spent in meetings by over 50% and infinitely improved the time they do still spend in meetings. This is how they have done that.

### THEY DON'T ACCEPT MEETINGS WITHOUT A CLEAR AGENDA:

CEO Brian Scudamore has a strict rule for any meeting that goes in his diary called POA. POA stands for Purpose, Outcome, and Agenda.

"For every meeting, someone has to communicate the purpose, the outcome, and a brief agenda," Scudamore told me in an interview on the How I Work podcast. "It doesn't matter if it's a ten-minute meeting or a one-hour meeting must have POA.

Brian's assistant ensures this rule gets adhered to. His assistant asks anyone that wants to meet with Brian what their POA is. If they can't answer the question, the meeting won't go in the diary.

### THEY NEVER DEFAULT TO 60-MINUTE MEETINGS

The average leader's diary is filled with blocks of 30 and 60-minute meetings, making the average diary look seems to be too busy. But in addition to the POA rule, being deliberate about how much time any given meeting will need is critical. "A 22-minute meeting could be more result oriented than a 45-minute meeting".

As such, Scudamore and his assistant never default to 30 or 60-minute meetings, and indeed, most of Scudamore's meetings are for an odd number of minutes. And where a POA can be resolved quickly, Scudamore is known for setting meetings that will last for less than ten minutes.

### THEY DO MEETINGS BACK-TO-BACK TO AVOID DEAD TIME IN BETWEEN

Meetings often litter calendars in a scattergun pattern. But what impact does this have on productivity? Researchers from Ohio State University found that when people have a meeting coming up within an hour or two, the time in between is used much less productively.

When people had a meeting coming up, they got 22% less work done in the time before the meeting started compared to if they didn't have a meeting approaching.

### THEY CREATE SIMPLE STRUCTURES FOR SUCCESS

For Ella Bache CEO Pippa Hallas, having a structure for meetings is key to getting the most out of them. Whenever someone is presenting in a meeting or a problem is being discussed, she uses a framework called 1-3-1.

“We ask for one problem, three options, and one recommendation,” explains Hallas. “We’re forcing ourselves through a framework to have solution-based conversations.” To reinforce the structure, Hallas writes up one, three, and one onto a whiteboard for all her meetings. “I do it to remind everyone how to frame things. That’s also how I set out meeting agendas. It forces the preparation and the thinking time before we actually get to the meeting.”

They try to avoid meetings where possible “I deleted every single meeting out of my calendar and it went with a note that said one of three options,” Price describes. “Option one was to reinvite me but tell me what my role and responsibilities are for the meeting. Option two hold the meeting and do it with the team for a purpose. And option three is that the meeting probably shouldn’t exist.”

“I now have fewer meetings and the ones I have I find are really focused on something specific and I believe that my contribution in those meetings has now increased.”

### LEVERAGE SKILLS FROM *all ages*

As organizations grapple with more complex decisions and an ever-increasing pace of change, building a workforce equipped with the skills and experience to thrive in this environment is critical. Finding this depth and breadth of talent may require leaders to build a diverse workforce, which covers a full spectrum of diversity including, for example, age, ethnicity, gender, thinking styles, disabilities, and sexual orientation (a person's sexual identity in relation to the gender to which they are attracted; the fact of being heterosexual, homosexual, or bisexual).

### SEEK OUT DIFFERENCES:

This is either done consciously or subconsciously. In the case of recruitment, for example, search criteria often specifically reference the desire to find a candidate where there is a cultural fit.

Cultural fit can mean different things to different people. Typically, if you ask people how they define cultural fit they will give comments such as someone who:

- Likes the organization’s values
- Can work well in the team
- Will fit in with the rest of the group
- Understands the organization’s objectives and buys into its vision.

### AVOID LIKEABILITY BIAS:

It’s often suggested that one of the key success criteria for a job interview is to ensure that the interviewee comes across as likable. The premise is that the hiring manager has already positively assessed the applicant’s CV for the required technical skills because they are being interviewed. Now, all the hiring manager is seeking to test is whether they want to work with the person or not.

This likeability isn’t just about being friendly and a nice person. It’s about whether the hiring manager finds similarities with the person they are interviewing.

Research shows we like people who are like us in terms of interests, backgrounds, and experiences, and

this has consequential impacts on hiring decisions.

‘Complex problem solving’ and ‘critical thinking’ are the top two competencies that the World Economic Forum identified in its Future of Jobs report. This involves challenges, exploration, suspending judgment, and being equipped with the cognitive capacity to look at problems in a different way. All of which are aided by having a diverse workforce.

Successful sustainable organizations recognize the need for their workforce to be is equipped with the capability and capacity to dig deeper into the mental models that drive their thought processes and be ready to acquire knowledge from multiple sources and environments.

Consequently, leaders need to be prepared to challenge their assumptions and expectations when they are building their teams.

**This involves:**

- Acknowledging the potential for bias, because we all have it to varying degrees.
- Actively seeking diversity of experience, background, ethnicity, age, and gender (and all forms of diversity) when forming teams and work groups.
- Recognizing that the person at work who annoys you is often the person you need to spend more time with. Why? Because the source of tension comes from their seeing the world differently from you and this challenge to your frame of reference is good for your thought processes.
- Inviting other people into the decision-making process who can shift and provide alternate perspectives

**BUILD ON STRENGTHS**

As part of this approach, it helps leaders to understand and then leverage the strengths of their team.

Research conducted over the last 30 years shows that taking a strengths-based approach leads to greater work satisfaction, engagement, and productivity. Strengths Based Leadership, where they detail how working with strengths helps leaders be more effective.

Leaders play a crucial role in bringing strengths to life at work – for both themselves and their team members.

It starts with the leader understanding their strengths and how they are best used at work. The next step is to help team members:

- Appreciate the strengths they bring to their role
- Recognize and value the strengths their colleagues bring to their role

This is best done through a series of team development activities, which help the team best understand and leverage the individual and collective strengths of the team.

## 5 STEPS TO GREAT CULTURE & GETTING THE BEST FROM Millennials

Lazy, entitled, self-interested, unfocused, selfish, unmotivated, pampered, and narcissistic. These are just some of the words used to describe millennials. But who is doing the describing? Most of the time it's baby boomers who grew up in a different era, with different expectations, who don't understand this generation.

Millennials see things differently. Where baby boomers were taught to follow instructions without question, millennials question everything. Where baby boomers pride themselves on loyalty to a company, millennials pride themselves on mobility.

There are other significant differences that Deloitte's 2019 Global Millennial Survey uncovered. Millennials are more interested in traveling and seeing the world (57 percent) than owning a home (49 percent) and only 39 percent are interested in having children and starting families.

The priorities of the generation called "baby boomers" have not been adopted by millennials.

### STEP 1 – ALIGN WITH PURPOSE:

The best organizational cultures are aligned to a common purpose which creates connections, energy, and excitement that can't be matched any other way. It's an experience that creates an amazing culture, builds strong relationships, and improves the quality of the working environment.

### STEP 2 - DEFINE A TARGET CULTURE

Now the company has a compelling purpose it's time to talk about culture. The simplest, and most effective approach is to engage with people in a conversation to define the culture that is needed to deliver the purpose.

A great tip is to summarize the conversation in one word, or two at the most. This is the best way to get people talking about the culture you want to build to deliver the purpose of the organization.

Resist the urge to overcomplicate things with a handful of values and detailed explanations. They aren't needed at this stage. People can only remember one or two things at a time so keep this as simple and engaging as you can. The objective is to identify a word that will stimulate a conversation.

Like the conversation about the purpose, this conversation also needs to successfully pass on throughout the organization. Every leader will need to talk to their team about the culture they need to support the company's culture. Don't worry if they come up with a slightly different word, alignment is more important than the whole company having one word.

These two steps, aligning with purpose and defining a target culture, will engage people in a conversation they desperately want to have. Everyone, even the most jaded (*lacking enthusiasm*) and cynical (*concerned only with one's interests and typically disregarding accepted standards to achieve them. "a cynical manipulation of public opinion"*) people in the organization, want to be part of a great culture. These conversations will start aligning people to that outcome.

### STEP 3 – ASSESS THE CURRENT CULTURE



Now the company is clear on why it exists and the culture it needs to deliver that promise it's time to assess the current culture. The most effective way to do this is through interviews and focus groups. Don't make the mistake of using a survey. They will alienate people, create confusion, and build cynicism because people are skeptical about statistics. Culture is not something that can be turned into a statistic. It's a set of attitudes and behaviors that people adopt to fit in with the expectations of the people around them. So talk to people and find out what their attitudes, behaviors, and expectations are.

The best advice is to use an independent third party for this step. Skilled assessors can follow threads, read body language, and notice things that are not being said as easily as they notice what is being said. They will pick up on the language, themes, and unspoken cultural expectations in the organization and present their findings in simple language that is easy to understand. Ultimately this will save money because it removes the debate, confusion, and angst (a feeling of deep anxiety) that come from statistics.

#### STEP 4 - PLAN

The organization is now aligned to a common purpose with a clear target culture and an understanding of the current culture. It's time to assess the gap between the target and current culture and plan the steps to bridge the gap.

This can be an exciting and motivating conversation. A group of people working together to discuss how they will consciously move their culture from one state to a desired culture is a fantastic place to be.

#### STEP 5 - TRANSFORM

This is the simplest step of all. Implement the plan and transform the business. This is the culmination of a process that will engage people and transform the business. Culture, employee experience, relationships, purpose, meaning, the working environment, engagement, and motivation will all be improved through this process and this can lead to great business results.

MIT (Massachusetts Institute of Technology is a private research university in Cambridge, Massachusetts) research has shown that just improving the employee experience can lead to great business results. Their study found that enterprises with a top-quartile (4th group of the data set as Q4) employee experience achieve twice the innovation, double the customer satisfaction, and 25 percent higher profits than organizations with a bottom quartile (1<sup>st</sup> group of the data set as Q1) employee experience. It is similar to sales and marketing 20-80.

#### MAKING IT WORK

To make it work leaders need to be accountable for culture and willing to engage in conversations with their people. For those that are baby boomers, this means a different style of leadership. They will need to ask instead of tell; listen instead of talk; facilitate instead of dictate; and guide conversations to reach a group decision instead of making all the decisions. It's the new style of leadership that is needed to get the best out of the generation that in just a few short years will make up 75% of the workforce.

If you are struggling to get the best out of millennials then it's time to start having conversations that will (1) align with purpose, (2) define a target culture, (3) assess the current culture, (4) plan, (5) and transformation.