



EMPOWERMENT MENTORING

DISCOVER • TRANSFORM • ACHIEVE



Attitude

Empowerment Mentoring Program Core Script



ATTITUDE LESSON

Welcome to the call everyone. We would like to extend a special welcome to those of you who are joining in on your first call.

We am honoured to be a part of your journey.

I am Mark Faithfull and joining me, as always, is Roger Fairhead

{Hello says Roger}

Our purpose for teaching this lesson is to help you search out and become aware of what may be a blind spot for you or someone in your life.

Okay, so let's jump into the lesson!

Questions and answers are really two sides of the same coin .. every question has an answer. If you need some answers in your life, then the first thing you really need to do is ask the right question. Getting the answers is often the easy part, it's asking the right questions that can be tricky. I don't know why, but shaping questions can be so much more difficult than we might think. The quality of the questions we ask of ourselves .. determines the quality of the answers we get in our lives.

Let me give you an example of what I mean, how many of you have thought to ask yourself this question .. because, if we want to improve the quality of the results we're getting in our lives, then this is a question that everybody on this call needs to be able to answer. What is the primary cause of my results? What is the primary cause of your results?

Now if we want to CHANGE our results, if we want to permanently change our results, then we want to know the answer to that question don't we? If you're a manager, responsible for a team of people, then you need to know the answer to that question, your boss is depending on you to know the answer to that question .. and if you run your own business, then you have to know the answer to that question, your family is depending on it .. so what is the primary cause of your results?



Now if you ask that question to a technician, they'd probably say it's technical knowledge or maybe, dependable service. But if you ask a manager, what's the primary cause of your results? He'll say its teamwork. If you ask the president of the company, she'll say its vision. It's interesting, but we tend to see the world, not as it IS, necessarily .. but as WE are. We see the world as we are. You've heard the expression, if all you've got in your toolbelt is a hammer, then EVERYTHING looks like a nail doesn't it?

But the question is not specific to just making money .. what is the primary cause of our results .. we're talking about ALL of our results .. the results we get in EVERY area of our life.

See .. consciously or unconsciously .. intentionally or unintentionally .. whether we like it or not .. we get results in EVERY area of our life. And those results are the effect of, often UNSEEN causes. So what are those causes .. what are the PRIMARY causes?

Now I don't know about you, but when I was asked the question .. what IS the primary cause of your results .. I couldn't answer it. Maybe you can. I didn't know what it was. And in that uncomfortable moment, the sort of, mental squirming while you search frantically for the right answer .. that's when it hit me .. if I didn't KNOW what the answer to that question was .. if I didn't know what the primary cause of my results was .. The PRIMARY cause .. then how was I EVER going to permanently change my results?

Now on the one hand I was disappointed in myself for not knowing the answer .. but on the other hand, I was overjoyed that I now KNEW that I didn't know the answer .. because while I didn't know I didn't know, I wasn't looking for the answer .. but now I knew I didn't know, now I wasn't going to rest until I knew exactly what the answer was!

Let me give you an example. Have you ever heard someone say: *"I'm so glad that I'm out of there, I don't know why I worked for such idiots in the first place!"*

Harsh words, but we have probably heard similar stories over the years when a new colleague joins the firm and tells stories of how she felt undervalued in her previous job. But does it need to be that way? Surely we should be able to exit a position with the same attitude and integrity with which we entered it?



This started me thinking about my employment history. The first company I worked for had been good to me, they had given me an apprenticeship and paid me well. When I felt that it was time to move on to pastures new, I did the expected thing, I handed in my notice and prepared to work out my notice until I started my new job.

I was a process specialist in an international tyre manufacturing company, and my role was to provide technical oversight for one of the four main processes in the making of tyres in the UK. I would liaise with the central team overseas and then provide advice and guidance to the UK factories, and to determine the overall equipment requirements to meet the overall manufacturing requirements for the next 5-10 years and manage the projects that ensued.

A colleague working in one of the UK factories needed my help on a project, and he had invited me to work alongside him for a day to address and help resolve his challenges. Well, it seems that the factory manager was not happy, and called my colleague to one side demanding that I should be escorted from the factory immediately. My colleague stood his ground however, he knew that he could trust me to help him, and knew that I would have no intention of causing trouble.

That was the first time I came face to face with the process of moving from one company to another. I was completely oblivious to the fact that someone might think of trying to sabotage their old place of employment before they left. I guess that's just naivety on my part, caution on the part of the factory manager, and wisdom on the part of my colleague. I recalled some advice that my father had shared with me when I was about to leave home for the first time, and although I suspect his advice was more targeted at personal relationships it has carried me well through my career. His advice was: *"Whatever you do just imagine that the great aunts are watching."*

Well, my dad had three aunts; they had never married and all lived together and were the absolute epitome of Victorian spinsters that you read about in Charles Dickens, complete with elegant furniture, hard-backed chairs and sugar cubes to accompany the china teacups. They had been teachers and headmistresses, and one had been awarded the MBE for work with the Red Cross.



So, when I was leaving my employer I had only thought to continue doing what I had been employed and trained to do. I believe that it's not just about starting well, it's about finishing well. As the old saying goes "Hats off to the past, coats off to the future" Well, on that occasion I managed to get it right (perhaps more by naivety than planning) but have I ever left wrong? Oh yes!

I spent a short time working with a company where I felt that I didn't leave well. No handshakes, no loose ends tied up, no explanations. I felt terrible, and still do to this day. I felt as though I had let myself and others down. Why?

Well, it started with a phone call telling me that my father had had a serious heart attack, and was on life support. This was followed by a frantic dash to the hospital, and our family stood around his bed as he breathed his last. Then through the silence, my brother-in-law said quietly "*Roger, could you pray for us all?*" It was one of the hardest things I have ever done, but as a Christian, as a leader, and as the eldest son, I felt it my duty to see that Dad left well. I owed it to Dad, and I owed it to my family.

The following months were filled with probate, endless form filling, as well as my personal grief. My work life got sidelined, I had let that company down.

So where does this leave me today? Well, I have just parted company with a man I have worked with for 27 years. He's more than a boss, he's a friend. We've been through a lot together, and we have seen his business grow substantially over the years. Once again the parting was amicable and we look forward to working together again in the future. He knows he can call me if he needs help, an extra pair of hands, someone to help with the transition.

Just as if my great aunts were watching, I feel that it is right to model good attitudes, to lead the way with honesty and integrity in the workplace. Sure, we won't get it right every time, but on the whole, people will want to work with people who they know like and trust. *John Maxwell says that Life is a matter of choices, and every choice you make, makes you.*

Looking back now I can see that all the problems I'd experienced in my life had really been because .. I couldn't answer this question. But once I really began to think about this question .. I mean really ponder it .. really understand the question .. and after paying a



large sum of money for the answer .. along with the meaning behind the answer .. and once I began to really understand the answer .. THEN .. then .. my ENTIRE life began to change. And it certainly proved to be a very worthwhile investment indeed. For me, once I got my mind around this concept, the impact was immediate .. it gave me something called HOPE.

Now the answer is simple, but the implications are enormous .. and it's simply this .. to the question, what is the primary cause of the results that you get in your life, the answer is simply this .. it's ATTITUDE .. It's attitude. And our attitude springs from who we are doesn't it .. genetically and more importantly .. environmentally .. who we've learned to be. It comes from our beliefs .. our values .. it comes from the way we see ourselves. And it is critically important

Your attitude controls the quality of absolutely everything you get in your life. Now when I heard that for the first time, I will admit, it was somewhat of an anticlimax. I was like, attitude .. okay! All this big build up and its ATTITUDE? Like .. I've never heard of ATTITUDE before.

But I've slowly come to realize that you need a respectable understanding in order to comprehend the enormity of WHY it's attitude. See, we've all heard the word attitude before .. but we need to know WHY it's attitude .. and in order to understand that, we need to know what attitude IS. But attitude is one of those things that's easy to identify, but much more difficult to define. But .. if we can't define it .. then how are we EVER going to change it?

At some point in our lives, we've all been reminded of our attitude, haven't we? If you would just improve your attitude, your results would be so much better. If you had a better attitude, your grades would be better .. if you had a better attitude, your performance on the football field would be better .. if you had a better attitude, you could earn so much more money .. you'll never get ANYWHERE with THAT kind of attitude!

It's a funny thing, but if your attitude towards the world is good .. you'll tend to attain good results. If your attitude is excellent, you'll tend to attain excellent result. And if your attitude is so-so you'll live in a world that is not particularly bad and not particularly good .. just so-so. Well you're probably asking yourself, what kind of attitude do you have .. and



Earl Nightingale had a simple test that will give you pretty accurate idea, a very accurate idea actually .. of what your attitude has been like .. up to this point in your life.

Just answer this question with a simple yes or no. Do you feel the world is treating you well? If you're answer is a quick yes, congratulations, your attitude is good. If you answer is no .. your attitude is bad. And if you have at trouble deciding, your attitude is average. Now I know that can sound a bit harsh upon first inspection .. but the more you study this, the more you think about it, the more you analyze it .. the more sense it's gonna make for you.

You see our environment, which is another way of saying how the world treats us, is nothing more than a reflection .. of our own attitude. Earl Nightingale said our environment was a merciless mirror of our attitude .. what ever attitude we hold up, the world reflects back to us in our experience of the world.

Our attitude is responsible for how much of our potential we utilize. Contrary to popular belief, it's not a matter of how much talent and ability we have that counts, it's how much of what we have, that we use .. that's what really determines our results. Whatever conservative limits our potential may or may not have, they are so far in excess of our habitual use of our potential, that they don't even warrant a moment's thought.

Think of this, almost everyone can read can't they? But how many people actually do read? Our ability may determine what we can do .. but it's our attitude that determines what we WILL do. Lord McCauley put it beautifully when talking about imagination, he said, most peoples' imagination is like the wings of an Ostrich, they enable us to run but not to soar .. so we don't even walk. Isn't that powerful, we have a tendency to look at a few people who can soar and because we can't soar (or haven't learned yet to soar) we don't even do what we can do, we don't even walk. It's our attitude that determines what we WILL do.

Attitude really does determine the quality of everything in our lives. But what's attitude?

Attitude is this. It's your thoughts. It's your thoughts, it's what you think about. But it is also your feelings. Attitude is your thoughts, and it's your feelings. And it's your actions. This is really what attitude is. Attitude is your thoughts, feelings, and your actions.



But importantly... it is not any one of these, it's the composite of all three of them. A good attitude requires congruence between all three. You can't act one way and think and feel another .. that's not a good attitude. You can't think something but do something totally different. They all need to be in harmony .. it needs to stem from who we are.

Most people are relatively comfortable the idea of cause and effect. And many of us have been conditioned to believe that everything outside of us .. is the cause for what happens in our lives. He made me SO mad .. I had a bad day and it REALLY upset me .. see what you made me do .. we habitually look for causes outside of us. But we really must realize that we are responsible for a great deal more than we often like to admit. In fact the principle of emotional responsibility is one of the first principles in changing our feelings about ourselves, other people or the world. We are responsible for our feelings. It may not feel like it .. but we are. And until we buy into that, nothing in our life changes.

If you are unhappy with the results in any area of your life, the person responsible is always available for consultation. And guess where you'll find them .. in the mirror!

My friend Paul Martinelli calls it playing the "who's the matter with me" game. We're playing the blame game. And it's so easy to do that. It's always somebody else's fault .. Always them, never me. So much easier that way, isn't it? But as Wayne Dyer says, if you think other people are your problem, you are going to have to send the whole world to the psychiatrist for you to get better! And that's never going to work is it?

Looking outside for the cause is never going to bear fruit. It's like the guy on his hands and knees under a street light looking for his keys. Along comes one of his neighbors and joins the search. After 10 minutes, he says to him, are you sure you dropped them here, they don't seem to be anywhere .. and he replies, oh no, I dropped them in my house, but the lights aren't working and I can't see a thing in there, so I thought it would be easier out here! It might be easier to look there, but there's no point looking outside if what we're looking for is somewhere else!

A good attitude starts with personal responsibility. Let me give you an example of the difference attitude can make.



Everything I've touched I've taught. Well, not quite everything - there are some things that many of my friends are glad that I avoid, like singing and cooking.

The author Robert Louis Stevenson once said: *"I consider the success of my day based on the seeds I sow, not the harvest I reap."* and that's a saying worthy of some thought and reflection. Rather than focussing on income, maybe we could focus some energy on investment, of time.

A couple of years ago I was a participant in a self-development program that focused on finding your purpose in life. It was an online webinar, and to be honest I attended initially more out of an interest in the technology and teaching method than of the content, however before the event had even started I was invited to lead a breakout group, and then to deliver one of the sessions.

The topics that the program covered were to help you to identify your personal strengths and values, and combine those with the lessons learned from your personal timeline. I found the contribution from my personal timeline to be a fairly unusual element in the process, and actually one that revealed an interesting feature for me.

I noticed that over the years I have found myself professionally teaching a number of diverse topics including ice-skating, skiing, cycling, violin, piano, guitar, IT, project management, leadership and personal effectiveness. History has taught me that whatever I become interested in learning, becomes an avenue to help others to learn too. That's all about attitude. I also discovered that one of the best ways to learn any subject is to teach it to others!

I remember becoming interested in leadership topics when I was a frequent traveller with work, as I was spending quite a lot of time in stations and airport lounges. It started off as a casual interest, and then became more focussed as my work involved leading larger teams, mainly in a project management role delivering control system refurbishment projects for the UK nuclear industry, and later when I launched my own business.

One particular project in the voluntary sector took my interest some years ago and remains an ongoing passion. It has resulted in my involvement over several years in the leadership team for an online community with over 600 volunteers in 40 countries.



It was the combination of these two threads from my personal interests and timeline that were coming together to point to a new direction that was to emerge for me and has become a particular passion and purpose. I was reminded of a quote that said: *"It's not the years in your life, it's the life in your years"* and for me, that resonated with this newly identified purpose in life.

John Maxwell calls this "The law of contribution" in his book "The 15 invaluable laws of growth" where he observes *"If you're not doing something with your life, it doesn't matter how long it is!"*. It turns out that am not alone in finding personal fulfilment in helping others learn from my journey, and I have found that my greatest reward comes from knowing that others have found value in something I have shared.

I am fortunate enough to have learned from those that have gone before me. From some I have learned through reading their books, from others it was the talks they have delivered or from online learning platforms. In many cases, I have been able to learn by putting ideas from other people into practice, and in other cases, I have been able to learn from the mistakes that I have made along the way. Oftentimes it is the mistakes that have yielded the best learning experiences and certainly the most memorable.

I like the quote from John of Salisbury that says: *"We are like dwarfs sitting on the shoulders of giants. We see more, and things that are more distant, than they did, not because our sight is superior or because we are taller than they, but because they raise us up, and by their great stature add to ours."*

It's our attitude that counts.

As I said earlier, attitude determines how much of our skill we'll actually use. You can have all the skills in the world, but it's not what you KNOW, it's what you DO with what you know that counts .. and your attitude determines what it is that you actually do.

I spent a number of years running a large department for a French IT company and my mantra was always : hire for attitude, train for skill. Technical skills are relatively easy to obtain, but attitude is far more difficult .. because our attitude is a reflection of WHO we are. Young people would come in and they'd think that because they had a degree, and



they had this qualification and that qualification .. that they should be highly paid .. and that they were beyond certain jobs .. like talking to customers!

You could look at the different salaries and the discrepancy between them was unbelievable .. there were often two people doing the same job, sitting next to each other, one earning practically twice what the other was earning .. same skill set, same job .. but one earning a ton more money .. and guess which one we couldn't do without? And if they had to cut back on numbers, guess which one would be out the door? Guess which one was the best value? The one paid twice as much .. why? Because they had a good attitude.

Attitude is the one thing that comes very close to being everything about success or failure. And I know we all get hung up on money, and qualifications, and experience .. and talent .. and these things are important .. but I believe the rarest and most prized quality of all .. and therefore the highest rewarded .. is attitude .. Because it's the magic ingredient that brings the others to life.

Zig Ziglar says: Your attitude determines your altitude – and he's so right!

A great attitude is so much more than passively observing an objective world through a fake smile .. a great attitude seems to magically connect us to all sorts of opportunities, that somehow didn't exist before. Think about it yourself for a moment, who would you rather work with, someone with a good attitude or someone with a bad attitude .. would you be prepared to be a bit more patient with the development of their skills if they were fun to be around, if they were happy and optimistic, talking excitedly about the future, about all the opportunities they see, if they got on well with people, they genuinely wanted to help? Of course you would .. everyone prefers to be around life giving people rather than life draining people.

Our attitude will determine whether we tend to be lucky or not. People who expect to be lucky .. who expect good things to happen to them more often than bad .. actually go through life from one good fortune to another. A person with the attitude that they can't do something .. seldom does it. A person who believes that they can .. does. Perhaps not the first time, but their ATTITUDE gives them the confidence to keep going until it's done. They try a few times, they grow in the process .. and eventually .. BINGO .. they've done it. They may proceed with caution and care .. they may go to great lengths to avoid making



any unnecessary mistakes, but they still keep moving forward. They have an attitude of positive self expectancy.

Jesus explained it this way when he said: seek and you will find. And that's the core of the issue right there. If you go through your day looking for opportunities, you will find them. If you go through your day looking for criticism from others, you will see it. If you go through your day expecting people to let you down – guess what you will see around you? If you go through your day looking for things that will make you laugh – want to take a guess and what you will find?

We always retain the ability to control our attitude .. we can't control what happens to us and we can't control other people, but we can always choose how we respond. Viktor Frankl was a psychiatrist held in a Nazi concentration camp during the war, and he said this .. he said everything can be taken from a man but one thing, the last of the human freedoms, to choose ones attitude in any given set of circumstances.

When we accept responsibility for our attitude, and we accept what Viktor Frankl said, that we can choose our attitude .. then it opens the door for us to capitalize on our vastly under-utilized potential.

Wow – that was a marathon session!

What was your favorite point we shared today Roger?

OK, now it's time for the Q&A session – if you press *6 on your phone that will put you into the queue and we can have a talk

Don't forget, the recordings from the previous EM calls are all available on the EM website and you can listen to them online or download the MP3 to your phone or computer anytime and listen to them on the go. Why wouldn't you want to listen to Roger while you walk the dog?