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Contents:

Self-Development

- 05 [The HELLO Strategy to Networking](#)
- 16 [How SMART are SMART goals?](#)
- 18 [Act your shoe size not your age](#)

Mental Health & Wellbeing

- 21 [The Art of the Smile](#)
- 23 [A Square peg in a round hole: why fitting in matters](#)
- 25 [Manage Your Energy](#)

Leadership Skills

- 28 [The Entertainment Value of Leadership](#)
- 30 [The Influential & Persuasive PA](#)
- 36 [The Language of Leadership](#)

Workplace Skills

- 41 [Role of the Personal Assistant](#)
- 43 [So much to do, so little time](#)
- 45 [Criticism vs feedback](#)

Self Development

- The **HELLO** Strategy to Networking
- How **SMART** are **SMART goals**?
- Act your shoe size not your age





HELLO
Strategy to
Networking

The 'HELLO' Strategy to Networking

The first time I shared my “HELLO Strategy to Networking” training session was in October 2015 to an auditorium full of PAs, EAs and Admin Professionals at the much-revered PA Show (then called Office* Show) in London. My audience were hungry to understand more about the topic and, having been complimented many times in my career for my “natural ability to network”, I was only too keen to share some skills and knowledge.

My first presentation slide was simply the word “NETWORKING” displayed in big bold letters and I put the question to my audience “what does networking mean to you?” My question met with some interesting responses.

Firstly, networking was divided into social/personal networking and professional networking. It was further divided into “online” networking and “face to face” networking. Online networking platforms such as Facebook, Twitter, LinkedIn, Whatsapp and Pinterest were mentioned.

It was when I probed for more information on the face-to-face element of networking that the audience interaction shifted up a gear. There appeared to be some uncomfortable shuffling of bottoms on chairs before one PA shared:

“Networking is a bit daunting. Walking into a room full of people you don’t know – that’s scary. It frightens me.”

This comment was met with many nods from the audience. Granted, many of my audience had chosen to hear me speak because they already had a dislike, a fear or very little experience of networking.

They wanted skills and learning to overcome this dislike or fear. They wanted to understand how to ensure every networking opportunity was the very best it could possibly be. I wondered how often this “fear” of networking was holding back lots of PAs from tapping into a valuable way of ensuring they could progress in their career.

And networking is indeed a valuable way to progress in your career. According to research from The Institute of Employment Studies, career progression can be attributed to three elements, these being performance, appearance and networking. Performance accounts for 10%, Appearance for 30% and Networking for 60%. How incredible is that statistic? 60% of your career progression is down to networking. Isn't it also rather shocking that performance accounts for only 10%. We need to live by the adage "it's not what you know, it's who you know" maybe...

So how does one network? This is where I'd like to introduce you to The HELLO strategy, a simple acronym that will help you put into practice strategies and thinking to ensure your networking opportunities are the very best they can be. Whilst the bias here is on face-to-face networking, many of the tips shared in this article can be implemented when networking online too.

The 'HELLO' Strategy to Networking

H

Honesty

E

Engaged & Engaging

L

Listen

L

Learn

O

Outcome

H IS FOR HONESTY

So, let me ask you a question and I'd like your honest response.

Imagine you are about to walk into a large meeting room on your own ready to network with a group of people you've never met before. How many of you would be daunted by this prospect? Nervous or frightened? Physically shaking even?

1. Take ownership of your feelings

More of us need to take ownership of our feelings when we do feel daunted – or nervous or frightened – or whatever word you would use in such a situation. It's okay to feel the emotions you are feeling when you are in a situation that is outside of your comfort zone. It is human nature.

By being honest with ourselves about how we are feeling we can then truly understand our "starting point" for any situation. We are then in a better position to know what strategies, thinking or skills we can put into place to help ourselves.

F E A R has two meanings.
Forget Everything And Run
or
Face Everything And Rise
The **choice** is yours.

2. Change your label

Psychological theory advocates that we often label our emotions and feelings in such a way that is detrimental to us. If you label your feelings as "nerves", if you say "I'm really nervous" you have applied your interpretation of "nerves" and "nervousness" and all the negative connotations associated with these labels. It is more useful for you to change the label to something with more positive connotations, for example replacing the word "nerves" with "energy" or "excitement".

One of my favourite, most powerful "change your label" swaps is "problem" or "difficult" to "challenge" – we are all up for a challenge rather than feeling bogged down in something that we've labelled as a "problem" or "difficult". Give it a go!

3. Do some “Eeyore” thinking

Eeyore, the adorable donkey from AA Milne’s Winnie the Pooh is famous for his “negative” thoughts – rather “doom and gloom” thinking.

I invite you to do some “Eeyore” thinking before networking. Ask yourself “what’s the very worst that could happen at this networking event?”. Then ask yourself “is that really likely to be the case?”.

Then pin your tail back on with a satin pink ribbon and move away from the little black rain cloud to put into practice the rest of the strategies outlined here!

4. Use online networking to help you network face-to-face

Tap into the online networking platforms available to you to prepare yourself for face-to-face networking. Plan your networking experience and live by the adage “failing to plan is planning to fail.”

Research the name of the networking group organiser(s) or anyone you know who is going to be at the networking event. Find these individuals on LinkedIn. LinkedIn profiles will provide you with an image of that person so at least you’ll know what they look like when you enter a room full of faces.

Check out the networking groups website page or Facebook page. Read their latest Tweets to find out what’s happening for them and to get a real sense of who they are, what they believe in and how they like to work.

If you know someone is going to be present at the networking event who you want to meet, ask the organiser if they’d introduce you to them.

5. Buddy-up

Is there someone else who can go with you to the networking event? Or that you can meet there? Use each other as a “comfort blanket” when you’re in a room full of new people – just make sure you don’t “cling” to the comfort blanket and keep in mind your reasons for networking (which you can read more about in O is for Outcomes).

6. Prepare and practice your “Elevator Pitch”

An “Elevator Pitch” is a brief speech that will introduce you to your fellow networkers. The name derives from the notion that your speech should be delivered in the short time period of an elevator ride, usually 20-60 seconds.

In the context of PA networking face to face, think about the information you want to share (name, company, role, career/PA experience, your reasons for being at the networking event etc). Keep your language as jargon-free as possible – there’s nothing worse than someone talking in a tumble of acronyms and getting to the end of their elevator speech with you being none-the-wiser for who they are and what they do!

7. Seal your message with a KISS

Keep It Short & Simple

Remember, Einstein famously said “If you can’t explain it to a six year old, you don’t understand it yourself.”

“Practice makes perfect” so practice your elevator speech – with your networking buddy or a friend who will give you open and honest feedback or in front of a mirror when you can give yourself open and honest feedback.

Break the ice and create great rapport with your fellow networkers by using humour or sharing your true feelings with them. For example, sharing “this is actually my first experience of networking and I’m finding it a little outside of my comfort zone” proves to your fellow networker that you have embraced the H of the HELLO strategy and identified how you are feeling!

E IS FOR ENGAGED AND ENGAGING

1. Communicate with impact

In the late 1950s Harvard Professor Albert Mehrabian introduced a theory that face-to-face communication when sharing our feelings and emotions could be split into three areas, or the three Vs of communication – the Verbal (the words and vocabulary we use), the Vocal (the tone of voice we use and how we deliver our message with our vocal chords) and the Visuals (how we communicate through our body language, physiology and what people see when we communicate).

Mehrabian attributed percentages to these three areas according to the importance of communicating our message. Verbal accounts for 7% importance in getting our message across, Vocal for 38% and Visual for 55%. To deliver the most impactful message we need to ensure all three areas of communication are “aligned” or “congruent” so we truly “say what we mean and mean what we say.” Then we will be truly optimising the engagement of our listeners.

Always consider the networking experience as a two-way process. It’s an opportunity for you to share things about yourself and also to learn from others. To demonstrate to your fellow networkers that you are engaged in what they are saying, maintain eye contact, nod your head, smile (tap in to the 55% visual clues of communication) and ask questions to probe more into what they are sharing with you.

“Say what you mean and mean what you say”

2. First impressions really do count

Human nature is such that we form 90% of our opinion of someone in the first 90 seconds of meeting them (predominantly based on what we see – Mehrabian’s 55% Visuals theory in practice!). Be aware of this and think about how you are going to arrive in to the networking/meeting room.

As all eyes are on you as you enter, what do you want people to think about you based on what you are wearing, how you are standing/walking or what facial expressions you are displaying?

3. Strike a pose

Check out Amy Cuddy's Ted Talks video about "power posing"! Social psychologist Cuddy introduces us to the theory that standing in a posture of confidence (even when we don't feel confident) can affect testosterone and cortisol levels in our brain and will impact our chances for success.

Superhero costumes are optional of course (remember the 55% Visuals!). Getting yourself in to the right "frame of mind" by posturing means you will be in a good place mentally to create that impact and approach every situation with the very best attitude and personal strength.

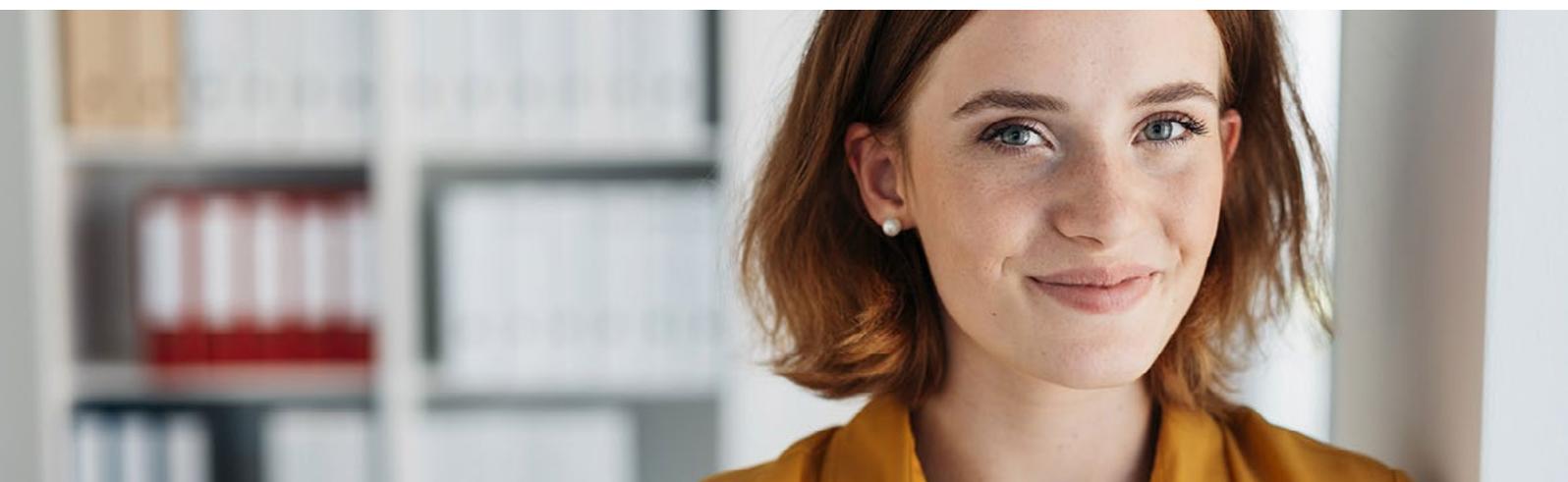
4. "Get out clauses"

Unfortunately not everybody is aware of the HELLO strategy to networking – they aren't aware of the ideas I've shared and they won't therefore be putting them into practice. Some people's elevator pitch will be longer than any elevator ride you've ever taken... some people won't have considered the "two way" element of networking...

Be prepared if you get "stuck" with someone who isn't engaged or engaging. Have ready some select phrases as your "get out clauses" to ensure you don't spend the entire networking experience with that one person, who, if we are totally honest with ourselves, we really don't want to spend all evening with. Be polite but firm – for example you may want to say:

"It has been very interesting talking to you/listening to you/learning about you. I am going to move on now. I wish you all the best with your business/career/position." Or...

"I came with a networking buddy and guest this evening and have just seen them waving to me – do excuse me..."



L IS FOR LISTEN

Listening is the key to creating and maintaining rapport, and an absolute essential skill for any networking opportunity. It is also a skill that many of us could improve on.

The crème de la crème of listening involves listening with your whole body and then mirroring or matching the person we are listening to in order to create and maintain rapport, based on the popular saying that “people like people who are like themselves.”

We can use Mehrabian’s research as a basis for putting this “whole body listening” into practice.

1. Listen with your ears to the Verbal element:

We all have a preference for phrases, terminology and favourite sayings. Our own personal interpretation of vocabulary may be very different to someone else’s. Notice what specific words and phrases the person you are listening to has used. Pick out particular phrases and words to repeat back when talking to them.

Based on the popular saying “people like people who are like themselves”, by using the same “language” and words as the person you are listening to this demonstrates your respect for what they are saying. You are keeping the conversation “clean” by using their language without “dirtying” the conversation with your own preferences. This accounts for a lot in creating and maintaining great rapport and ensuring you optimise your networking experience.

2. Listen with your ears to the Vocal element:

Listen to how someone is using their voice. What tone of voice are they using? What emphasis are they placing on words with the intonation of their voice? How fast or slow are they speaking? What volume are they using? What does this tell you?

3. Listen with your eyes to the Visual element:

Based on Mehrabian’s research we know that 55% of communication comes down to what we see – the Visuals. As a listener we can assess a lot from noticing what is happening in a person’s body language including their physiology (facial expressions), gestures and movement.

What can you see happening? We can listen with our eyes and use this information to be curious about what is going on for that person.

L IS FOR LEARN

Every and any situation is an opportunity to learn and networking is top of the hierarchy in terms of learning experiences. You are standing in a room full of individuals who have knowledge and information that you can potentially tap in to and learn from. Remember, every person you meet knows something you don't.

1. Pre-networking

Ask yourself "what is it that I want to learn at this networking event?" When you have a clear idea of what it is you want, or need, you are more able to move towards achieving that very thing. Read more about identifying your Outcomes in the "O" of the HELLO strategy.

2. Post-networking

Give yourself feedback by asking:

What did I learn?

How can I put this learning into practice to benefit myself, my manager or my organisation?
What went well?

What did not go so well?

Be open and honest with yourself in identifying what you will do more of and what you will do less of when you network again.

Next time what will you continue to do, stop doing and start doing? This will ensure your networking experiences are absolutely optimised based on every experience.

O IS FOR OUTCOME

1. Do some Tigger thinking.....

Very often we hear people talking about what they “don’t” want – “I don’t want to be overweight” or “I don’t want to have a holiday in rainy England any more.” This type of thinking is called “away from” thinking. When we make these “don’t want” statements our minds create a representation of the things we do not want – in effect we are doing some “Eeyore thinking”.

By thinking about what we do want, similarly our mind will create a representation and start to recognise it. This type of thinking is called “towards thinking” or, introducing a Winnie the Pooh analogy – “Tigger thinking”. Establishing what you “do want” enables us to be motivated, clear and precise and it can give us a sense of direction or movement, similar to our bouncy, energetic tiger in the form of Tigger.

2. Use precise language

Once you’ve identified what it is you want to get out of the networking event, you need to use precise language to articulate this.

Always start your outcome statement with “I will...” By using the word “will” you are introducing a definite action (rather than “I’d like to” or “I want to”) so it becomes a motivating fact in your mind.

So, there we have it:
the **HELLO** strategy to networking.

H

Honesty

E

Engaged & Engaging

L

Listen

L

Learn

O

Outcome

As with any new skills and learning that you've taken on board, the next step is for you to implement this learning, so I encourage you to put the HELLO strategy to networking into practice and wish you every success!

[Back to contents page](#)



How **SMART** are **SMART** goals?

Why SMART goals need to be SMARTER

The star of “goal setting” since the 1980’s when first introduced by American Consultant George T Doran in his whitepaper “There’s a SMART Way to write management goals and objectives”, SMART is the simple and effective framework to ensure your goals can be defined, measured and achieved.

How proud are you when you can run through this SMART acronym and apply it to your goals asking yourself:

S: Specific

Is my goal clearly defined and can it be interpreted correctly?

M: Measurable

How will I measure my goal so that I have tangible evidence that I have achieved it? Is there a number associated with it?

A: Achievable/Attainable

Is this something I am able to do? Have I got the balance right between stretching myself and ensuring I have the necessary skills, knowledge and abilities to achieve the goal?

R: Relevant

Does my goal fit with my needs and wants? Is it fulfilling for me? How does it fit with my other goals?

T: Time bound

When will I achieve my goal? What target date will I set to achieve it?

But in today's demanding and fast-paced business environment how robust is Doran's method? How SMART is SMART?

The SMARTER option

E: Exciting

It's all very well identifying your SMART goal but unless you have the excitement and motivation to achieve that goal, it will remain just that. A written goal. There is more likelihood of you achieving your goal if it's something you REALLY want.

Hone in on the "R" of your SMART goal by ensuring the Relevance also has an element of "E" excitement in it.

Ask yourself:

How exciting is this goal?

What score out of 10 would you give it? (10 being the most you want this)?

If you're scoring it 7, 8 or 9 what can you add to your goal to make it a 10?

Imagine you've achieved this goal. Does it really excite you?

What are you going to gain from it? What's in it for you?

Now identify the first step you will take. However small that first step is, this is the momentum that will ensure you're on the path towards achieving your goal. Write your first step in SMART terms and set your Time bound criteria as the next 24 hours.

R: Recorded

Brilliant. You've recorded your SMART goal by writing it down.

Now take this "recording" one step further. Share your goal with someone else. Go you're your work colleague, your mum, your partner, yourself in the mirror! You've shared your goal with others and by doing so you've "put yourself on the line" and are likely to be more committed to achieving it.

Now that's much SMARTER.

[Back to contents page](#)



Act your **shoe size** not your **age**

The content of this post is based on the fact that the average shoe size for UK women is a 6. It's also based on the experience and knowledge I personally have of 6 year olds. I have a son and a daughter both well over the age of 6 – so I've been there. Twice. I studied child psychology and, prior to setting up Your Excellency Limited, I qualified and worked as a nursery nurse and teacher's assistant.

In a society where our schools and parenting styles value individualism and “every child matters”, I appreciate that there is no one “normal”, cookie-cutter and stereotypical 6 year old. Just like there is no one “normal”, cookie-cutter and stereotypical subscriber to my #LunchNLearnWithLindsay mail outs of course!

I repeat – I have experience of 6 year olds and I know that my 6-year-old son was a very different character to my 6-year-old daughter. We're all unique and that's something I truly value – diversity and the excitement of different personalities and characters in our lives. For the most part however and as a basis for this article, a child of 6 will demonstrate characteristics and behaviours synonymous with theoretical understanding from some of our much revered and quoted experts and psychoanalysts.

One such psychoanalyst is German-born Erik Erikson (1902-1994) famed for his theory on psychosocial development in humans and a former Professor at American Universities Yale and Harvard.

It is those characteristics of a 6 year old identified by Erikson that I want to unpick. I want to emphasise that these characteristics and behaviours are things we can tap into as adults (based on the very knowledge that we now have as adults).

I am going to highlight the advantages of “acting your shoe size and not your age” to aid our own learning, development and ultimate success. By “stepping in” to your 6-year-old self again you can approach learning with a renewed, regenerated enthusiasm and love of learning.

So, what is Erikson's theory on a child of 6?

According to Erikson as a child of 6 you enter the stage of "Competence". You pick up a multitude of new skills, learning and competencies and thus develop a "sense of industry". You have the desire and the enthusiasm to want to learn. Positive reinforcement is essential to you at this stage in order to promote your own self esteem. As a specialist trainer of PAs and Administrative Professionals across the world, I am (of course) an advocate of life-long learning and believe every opportunity is a learning experience. We are picking up new knowledge and skills every day of our lives – sometimes without realising it.

Take just a few minutes at the end of the day, every day, and ask yourself "what have I learned today?", "what can I do with this new knowledge or with this new skill to benefit me and those around me?".

Take ownership of your own skills and learning achievements. If you could go back to your 6-year-old self and give yourself some advice on the skills and learning that would be really useful to pick up for your older self – what would they be? It is never, ever too late to pick up a new skill and if you've identified something on answering that question that you would like to have now – how can you go about gaining it?

Who do you know who can help you gain that skill or learning? What has held you back in the past (or is holding you back now) from gaining that skill? How can you overcome this obstacle or barrier? What is the first step you can take in ensuring you can, and indeed will, gain this skill?

Your 6-year-old self had a love for learning and picking up new skills and information – imagine that enthusiasm now for you, as an adult learner – "step" in to being 6 again to ensure you approach every new learning experience with curiosity and energy. Imagine having that real enthusiasm for learning that you had at age 6.

Erikson believed that at age 6 positive reinforcement was a major factor in building our self-esteem. It is true to say that positive reinforcement is a motivator to us all.

Admittedly some rely more heavily on feedback from an external source than others – but ultimately that pat on the back, that affirmation that you're doing a good job can be a much-appreciated boost to you and your ultimate success. If that's something you're not getting at your current workplace – go out of your way to get it. Have the conversation with your Executive and your team members.

Let them know that for you to be motivated you would appreciate and value their feedback on how you're doing. And remember, the highest quality feedback is given for your personal development and effectiveness. As a 6 year old you thrive on knowing you are doing a great job – it boosts your self esteem – the same can be applied to you, as an adult learner, now.

[Back to contents page](#)

Mental Health & Wellbeing

- The **Art** of the **Smile**
- A Square peg in a round hole:
why fitting in matters
- Manage your **Energy**



Yup! That's me (aged 4 with my brother and sister who are twins). As you can see, I wasn't a very smiley little person!

I've definitely made up for this in my adult years though and hope some of my posts and articles also make you smile.

Like this one that I've resurrected from the article archives here at Your Excellency HQ.

The **Art** of the **Smile**

I'm excited about this article. Just typing the title (which I'm picturing Vegas-style in rainbowed neon lights) has a feel good factor to it. It's making me smile.

I've Googled the definition of "smile" and now I'm frowning. I'm a tad disappointed in the definition.

According to Wikipedia it's

"A facial expression formed by flexing the muscles near both ends of the mouth and by flexing the muscles throughout the mouth".

It sounds mechanical, devoid of emotion. That definition would fit "the act of a smile" – but "the art of the smile" – now, that's something different.

Smiling is one of the earliest forms of communication – parents across the world coo over their 6 week old's first smile (before this we are told it is merely wind...). It is generally held that the smile is a universal language (albeit there are some cultural disagreements on the frequency of smiling and who we should actually be smiling at).

With every new gem of knowledge that I share with my clients I package it up with the WIIFM and WIIFT strategy. I'm an advocate for new learning and knowledge (a pre-requisite for a trainer I would hope!) and believe it's important to ask

WIIFM – What's in it for me? and

WIIFT – What's in it for them?

so you can truly understand the benefit of the new skill that you've acquired.

So, A SMILE – WIIFM? And WIIFT?

Smiling triggers the production of endorphins in our system that promote that "feel good" factor. Tackling your "to do" list with a smile and a "can do" attitude will ensure you are more productive and in the "right frame of mind" to get things done. And, of course, your organisation will find great benefit in you if you're being uber-productive and efficient. You'll be getting yourself noticed for the right reasons.

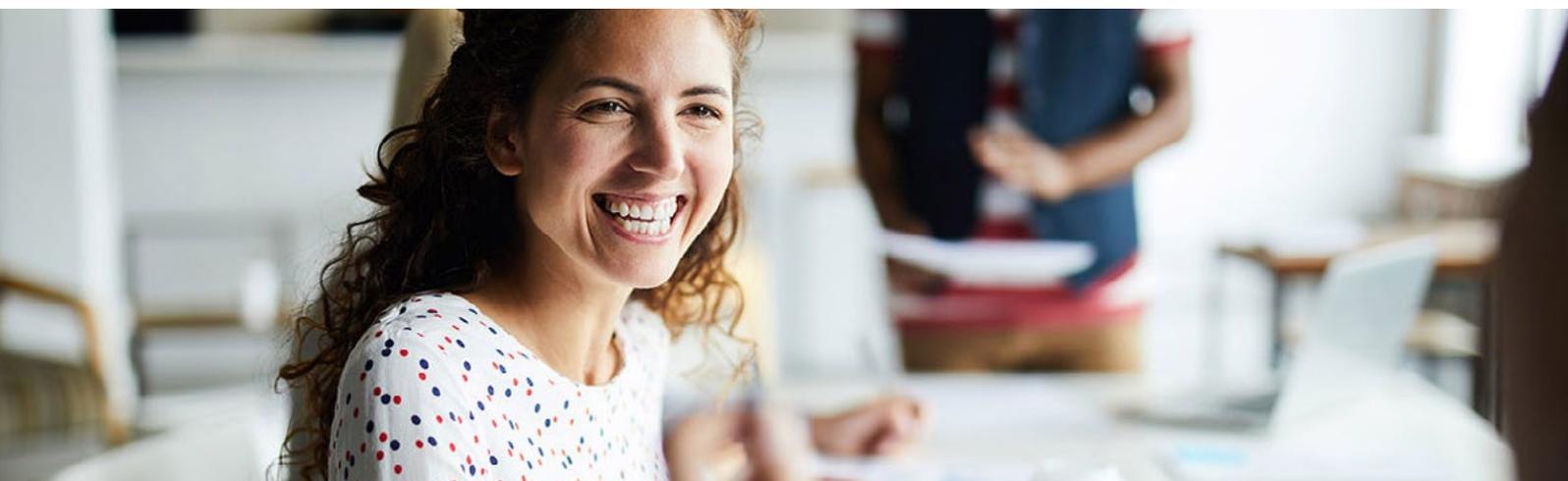
Congruent smiling is the crème de la crème of smiles (when we are smiling on the outside and feeling it on the inside).

Even if you don't feel like smiling have a go. The endorphin trigger may give you the boost that you need to feel the smile inside.

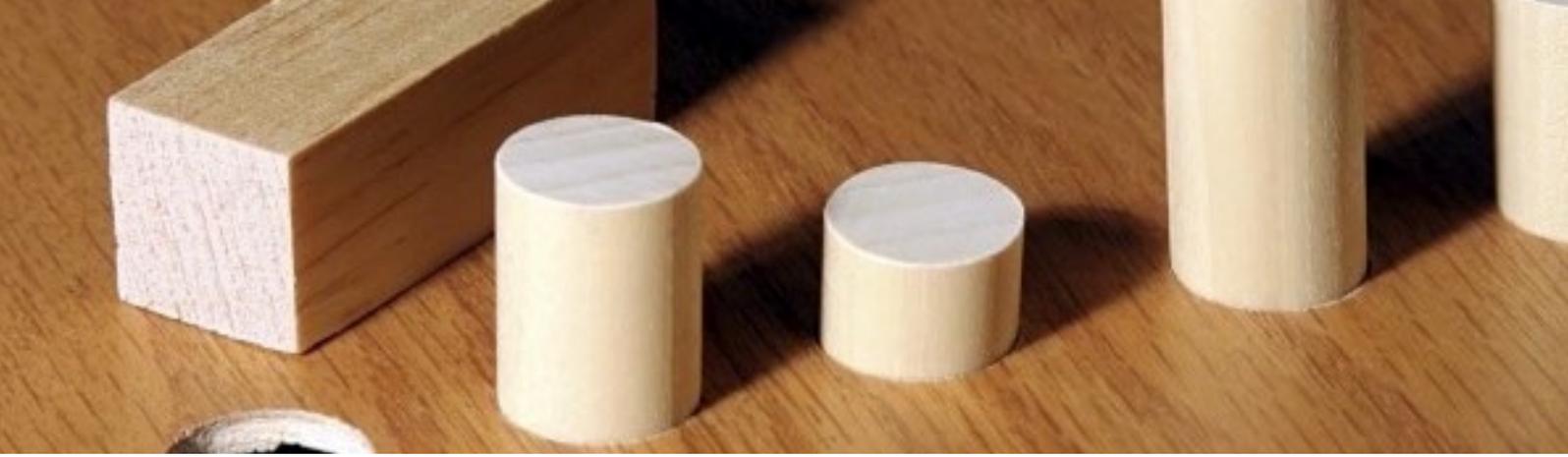
I'm a great believer that the root of any successful working practice is in how well the team are "gelling" and working together. When you smile it can have a knock-on effect and influence on others who perceive you as being more likeable, approachable and trustworthy – therefore promoting team work.

Your co-workers are more likely to approach you with suggestions, ideas or involve you in projects – the scope for taking on board more responsibility (and promotion) is optimised for you.

Now, with all this knowledge, what is there not to smile about?



[Back to contents page](#)



A **Square peg** in a round hole: Why fitting in matters



Feeling like you don't fit in or you're a "square peg in a round hole" has huge implications for your ultimate happiness and success. In today's "Lunch N Learn With Lindsay", I'm going to introduce you to some psychological theory so that you can better understand the impact of your feelings and, more importantly, ensure you do everything possible to ensure you are happy and successful.

The theory I'd like to introduce you to is that of Abraham Maslow. In the 1950's Maslow studied "exemplary" people (including Einstein) and introduced his theory of psychology called "The Hierarchy of Needs".

Maslow's theory is iconically depicted as a pyramid or triangle showing a hierarchy of needs that must be satisfied in order starting at the bottom or base of the pyramid. So, our basic physiological needs must be met before we can satisfy our need for safety and security. Our need for safety and security must be met before we can satisfy our need for love and belongingand so on.

On this basis, moving up the hierarchical levels our true potential or “self actualisation” is only achievable when the lower 4 levels have been satisfied.

Fitting in and belonging to part of a wider group is one of the major needs and motivational factors depicted here in the level “Love and Belonging”. Many would attribute this inherent need to evolution, as historically, being part of a group and “belonging” was essential to human survival – our prehistoric ancestors hunted and cooked together and looked out for each other.

Using Maslow’s theory then, in essence, if you feel like “a square peg in a round hole” you have stalled on the Hierarchy of Needs to satisfy that sense of belonging and therefore you are impacting the two higher needs – that of self esteem and the pinnacle of self-actualisation.

Applying this knowledge.....

Imagine you’re looking for a new job. You’re prepping for the interview. First and foremost, remember an interview is not only a potential future employer’s opportunity to interview you.

It is also an opportunity for you to interview a potential future employer – it is a two-way process – you can assess and find out about the person you will be working with, the team you will be part of and the organisation to which you will belong. And you are more likely to belong if the vision, the mission and the ethos of the organisation fits with your own ideals and values.

Identify your ideals and values in the workplace and in your “world”. Ask yourself – what’s important to me at work? What’s important to me in my “world”?

If you’ve identified that working within a team is important to you then don’t apply for a role where you will be working on projects alone. If you’ve identified that giving something back to the community is important to you, choose an organisation that has such a scheme in place.

For when we are working in an organisation that fits with us – we are fitting in, we are satisfying our need to belong. And without a sense of belonging we are holding ourselves back in terms of our self esteem and realising our true potential.

Fitting in really does matter – for without this we are unable to achieve self esteem and ultimately self actualisation.

[Back to contents page](#)



Don't manage your time, manage your energy!

I was privileged to speak to an internal Assistant network recently about “work-life balance”. I based my presentation and session on an article in the Harvard Business Review by Tony Schwartz and Catherine McCarthy (October 2007). The article introduces two facts, namely 1) time is a limited resource and 2) personal energy is renewable.

This immediately resonated with me. It makes absolute sense that we can replenish our own energy and in doing so build up our resilience in terms of our physical, emotional and mental wellbeing. We need to recognise what behaviours are draining us of energy and take responsibility for changing them. Then and only then will be able to “recharge” ourselves.

The changes that we can put into place are labelled as “rituals” by Schwartz & McCarthy – these are behaviours that can initially be practiced intentionally (preferably at designated times of the day) with the goal of them becoming a habit and unconscious activities.

Our personal energy can be divided into four dimensions – physical, emotional, mental and spiritual.

For each dimension, we can practice rituals that will ensure we are replenishing our personal energy.

Physical Energy

- “Eat little and often”. Eating smaller meals/snacks every three hours will sustain our energy levels.
- Take a break away from your desk – every 90 or 120 minutes. Even if the break is only for several minutes it means you have disengaged from work and will return renewed and energised.
- Set a slightly earlier bedtime: our bodies need a regular dose of 7 to 8 hours of sleep otherwise we're likely to wake up feeling tired.
- Make sure you engage in some form of exercise (Schwartz & McCarthy recommend cardiovascular training at least 3 times a week and strength training at least once a week).

Emotional Energy

We all recognise that we are more energised when we have positive thoughts and emotions. Unfortunately, human nature is such that we can't sustain positive thoughts 24/7.

When faced with the challenges and demands of our busy role, we revert to our innate human "fight or flight" response. This can drain us of energy and impact our logical and reasonable thinking.

We need a better awareness of how and when we are feeling different emotions throughout the working day so that we can take better control of these emotions and in doing so improve the quality of our energy. Build on positive emotions by expressing appreciation to others – this has benefits to the giver and the receiver. Set aside regular times to do this and think about different ways of expressing your appreciation (email, phone call, conversation, a lunch or dinner).

Rather than playing the victim and blaming other people or circumstances for your problems, change your story. Recognise that 1) you have a choice about how you view situations and 2) there is a direct correlation between your story and the emotions you feel.

Mental Energy

- Identify what things distract you and affect your concentration. If you know you need to remain focused on a task, move yourself away from distractions.
- At the end of your working day identify the most important challenge for the next day. Make this a priority when you arrive into work the next morning.
- Batch similar tasks together and complete them at designed times during your day.
- Turn off those email notification "pop ups"!

Spiritual Energy

- Identify activities that make you feel happy and fulfilled. What makes you come alive? Do more of these.
- Identify what's important to you (this is my optimum coaching question) and allocate your time and energy to these things.
- Identify what you value and then live up to those values – "practice what you preach".

[Back to contents page](#)

Leadership Skills

- The **Entertainment Value** of Leadership
- The **Influential & Persuasive** Personal Assistant
- The **Language** of Leadership



The Entertainment Value of Leadership

“The Apprentice” always causes a bit of a stir doesn’t it? People growl at the deepening chasm between the candidate’s egotistical claims of business skills and their evident fails at demonstrating leadership, teamwork and good commercial sense....you’re concerned that the programme is indicative of the poor calibre of new business leaders in the pipeline.

Others claim we need to lighten up. This is a programme produced for entertainment purposes of course. Let’s be honest everyone and own up to enjoying the evident fails of the candidates as they are stretched to achieve tasks that call for skillsets outside of their remit and grasp. The programme just wouldn’t be the same without the egos and quirks of each candidate as they desperately plead with Lord Sugar to give them another chance at proving themselves.

The programme provides interesting learning particularly for those unfamiliar or new to management and leadership theories. In the SFJ Awards – Level 4 Certificate in Office & Administration Management qualification we deliver at Your Excellency Ltd, I quote “The Apprentice” as an example of how not to put into practice The Situational Leadership® Model. For those new or unfamiliar with the Model, here’s the low down.

The Situational Leadership® Model was developed by Dr Paul Hersey a professor and author of “The Situational Leader” and Ken Blanchard, a leadership trainer and author of “The One Minute Manager”. The Model is based on the foundation that there is no single optimum style of leadership. Rather, leadership needs to be adapted and tailored according to the ability and willingness of the individual you are leading or influencing.

Hersey-Blanchard categorise leadership styles into 4 behaviours, S1 to S4:

S1 TELLING

The leader defines the role of the individual or group. Communication is one way and the leader provides clear direction and supervision on the what, how, why, when and where of the task.

S2 SELLING

The leader provides direction but communication is two way with an opportunity for the individual or group to buy-in to the process and understand the importance of the task.

S3 PARTICIPATING

The leader takes a supportive role and shares the decision making.

S4 DELEGATING

The process and responsibility is passed to the individual or group with little direction or support from the leader.

The ability and willingness of an individual is categorised into 4 Maturity levels,, M1 – M4 as follows

- M1** The group or individual are both unable and unwilling to perform a task.
- M2** The group or individual are unable but willing to perform a task.
- M3** The group or individual are able to perform a task but lack the self confidence or enthusiasm to do so.
- M4** The group or individual are able, willing and enthusiastic about performing the task.

Successful situational leadership calls for mapping across the leadership style to the maturity level : S1 would suit M1, S2 would suit M2 and so forth.

The entertainment value in “The Apprentice” lies in Lord Sugar purposely mismatching his leadership style (the S) to the Maturity level of the candidates (the M).

Lord Sugar favours a leadership style of S4 Delegating. He is clear about the expected outcome of the task that is set for the candidates but leaves the responsibility and how it is done to the team, thus providing little direction and input.

Whilst lots of the candidates may consider themselves Maturity Level 4 (there’s that ego thing again) in reality we know they fall into Maturity 2. There is therefore an obvious mismatch in the leadership style. And therein lies the entertainment value of “The Apprentice”.

[Back to contents page](#)



The **Influential & Persuasive** Personal Assistant

Consider your role a privileged position. You are privy to lots of information. You have contact with your Executives, team members, customers, clients and suppliers. In this series of blog posts I will share with you the benefits of being able to persuade and I will introduce you to a model you can use to structure your persuasive communication so you can step up to being an influential professional.

In this blog post, let's be clear about the definitions of "influence" and "persuading" so we have absolute clarity on what we are considering here.

According to Merriam-Webster "influence" is

"the power to change or affect someone or something : the power to cause changes without directly forcing them to happen"

Influence does not use direct force and one word I personally twin with "influence" is "integrity". This is not "manipulation" which in contrast is defined by Cambridge Dictionary as

"controlling someone or something to your own advantage, often unfairly or dishonestly". Rather like a "back-to-school" English lesson then, the verb (my young daughter says "that's a doing-word mummy") "persuade" is defined by Cambridge Dictionary as

"to make someone do or believe something by giving them a good reason to do it or by talking to that person and making them believe it"

Using these definitions then, when considering yourself as an influential and persuasive professional remember you are then, first and foremost professional, discrete, confidential and integrity-driven.

In this blog post let's consider the benefits of being able to persuade.

A fun "back-to-school" activity is considering the benefits in an A-Z format. (For those who have a copy of my book "A-Z Pearls of Wisdom for Executive PAs" you already know my love for the alphabet and using it as a structure and framework for collating ideas and information).

Here is my input. This is in no way an exhaustive list as I'm sure you can think of some more benefits to add.

Persuasive communication will help you to:

- Avoid conflict
- Achieve your goals and objectives and build Authority
- Advance in your career
- Be respected and liked
- Build and maintain the best working relationships
- Build credibility in the workplace

- Collaborate with others and be Comfortable in challenging situations
- Contribute valuable ideas and proposals to your Executive, team and organisation
- Develop your skills and a self-perpetuating attitude of "I am capable..."
- Delegate tasks and responsibilities

- Engage with your Executives, team members, clients and customers
- Foster respect and empathy
- Further your career
- Get things done with efficiency and effectiveness
- Generate new ideas
- Grow in self esteem and abilities

- Be Happy
- Influence with integrity
- Join together as a team

- Keep to timescales and deadlines more easily
- Listen and be listened to
- Manage tasks, Manage yourself and Manage others
- Motivate yourself and others
- Notice where and when things need improvement and put forward your suggestions and ideas
- Open up opportunities
- Progress ideas and put forward solutions and proposals

- Apply Questioning skills
- Reach agreements more easily
- Realise your own potential
- Reduce stress

- Sway opinions
- Take control of your role (and career)
- Increase your Time management effectiveness
- Unite your team

- Understand others better
- Feel Valued
- Put forward your Viewpoints
- Work more effectively and efficiently
- Excel in whatever you do
- Get “Yes” answers when you most need them

Let’s consider how to communicate persuasively.

The 3Vs

Harvard Professor Albert Mehrabian advises us that when engaged in face-to-face communication and sharing our feelings and thoughts we communicate with three key elements. These are the Verbal element (7%), the Vocal element (38%) and the Visual element (55%).

The percentages shown relate to the relative importance of those elements in creating an impactful (persuasive/influential) communication. The most impactful communication aligns all three elements to deliver a congruent message.

Have a look at those percentages again. This is such an interesting concept to consider given our reliance on written communication and email in particular. Because, of course, with written communication it’s sometimes hard to convey the Vocal element to your message. Our message may be received and read with a different tone of voice than we intended. And, of course, we can’t see the Visuals and what body language or facial expressions are being displayed by the originator of written communication either.

Your challenge is to ensure your written messages are not ambiguous and can only be received in the way you want them to be received. One way to do this is to add contextual or background information to your message. Another strategy is to italicise the words you want to be stressed so the reader uses inflection in their tone of voice to add (the correct!) Vocal meaning, dependent on your agreed office practices of course.

The best, most impactful communication is one that is face to face where all 3 elements can be conveyed, noticed and “listened” to. A challenge at the time of writing is that many face-to-face and “in person” comms have been curtailed by COVID.

And indeed even when we are in the same physical space as someone else, wearing a face covering means we could miss some Visual cues as we’ll be masking certain facial expressions. You can’t always “see” a smile in someone’s eyes.....

Consider the use of virtual platforms like Zoom or Microsoft Teams as your next best communication delivery.

In this blog post I'm going to share the benefit of using "The Power of Three" in your persuasive communications. It's one of my favourite learnings around communication as it's so easy to apply – and yet so very impactful.

"The Power of Three" is a principle that implies that things that come in threes are more satisfying, effective and memorable.

It's fun, thought-provoking and, more importantly can add real impact and persuasiveness to your communication.

The Good, The Bad and The Ugly

Think about it. When you introduce three things, this is the smallest number you can use to produce a rhythm or pattern to your communication, whilst still remaining catchy, simple and memorable. That's all good then (not Bad or Ugly).

You'll notice the use of the Power of Three in storytelling, films and advertising. At the time of writing (October 2020) even the UK's new public information campaign employs the Power of Three with the "Hands, Face, Space" message urging us to continue to wash our hands, cover our faces and make space to control infection rates and avoid a second peak of COVID. And our challenged Events industry are using the hashtag #WeMakeEvents to highlight the support that is so urgently needed from the Government for the live events industry. And of course we're all so aware of #BlackLivesMatter.

Think back to your favourite childhood books – "Goldilocks and the Three Bears", "The Three Billy Goats Gruff" or "The Three Little Pigs" (excuse me whilst I have a flashback to my Ladybird book collection!).

Cuddled up on the sofa watching a movie you might choose "The Three Stooges", "Three Amigos" or "Three Men and a Cradle." Or, with the festive season on our doorstep, you might settle down to watch a Dickensian classic such as "A Christmas Carol" (not the Muppet version please!) where Scrooge is visited by the Ghosts of Christmas Past, Present and Future.

Traditionally sporting events (think back to our Olympics and Paralympics) award Gold, Silver and Bronze to worthy winners.

Famous advertising slogan examples are the UK's "Stop, Look and Listen" campaign to promote safety when crossing our busy roads. How about "A Mars a day helps you work, rest and play"?

Even hashtags are joining in the fun with one of my favourites being #ThisGirlCan, the Sport England campaign inspiring more women to be active.

For the more cultured of our readers, three priests and three boys appear in Mozart's 1791 Opera "The Magic Flute."

The Holy Trinity is the father, the son and the Holy Spirit.

On the witness stand your oath is to “tell the truth, the whole truth and nothing but the truth.”

Some of the most famous and memorable speeches practice “The Power of Three.” In Martin Luther King Jr’s “Non-Violence and Racial Justice” speech he compares “insult, injustice and exploitation” with “justice, goodwill and brotherhood.” And an example of the attraction of “The Power of Three” is evident when we quote “blood, sweat and tears” – an amendment to Winston Churchill’s original “blood, toil, tears and sweat” (his verbatim message appears on a £5 note – have a look!).

By including the principles of The Power of Three in your own communication (whether written or verbal) your audience is more likely to remember what you have shared. In this blog post I’m going to introduce a format that you can use to structure your persuasive communication. I call this the IMPACT Model. It’s easy-to-follow yet, as it’s name suggests, it’s incredibly impactful.

The Model incorporates The Power of Three which you learned about in my last blog post. It helps you pull together the Verbal element of your persuasive communication, the words and the phrases you use, whilst you will, of course, be considering the Vocal and Visual element.

IMPACT stands for:

I

Introduce your idea/proposal and employ KISS (Keep It Short and Simple)

M

Main Reasons: identify the main reasons and use the “Power of Three”

P

Problems: Be ready to answer any potential problems or queries that could arise

A

Appeal: to Logic (e.g. it will save us money) and emotion (e.g. it is good for team morale)

C

Credibility – add this with supporting evidence/stats/info

T

Thank your audience for listening and take any questions

Here are two examples of IMPACT proposals and suggestions (with the inclusion of a cheeky, blatant promo for the qualifications we deliver here at Your Excellency Limited!)

IMPACT PROPOSAL EXAMPLE ONE

I suggest you put into practice “The Power of Three” when communicating (I).

You will be able to share knowledge that is 1. more effective, 2. Highly impactful and 3. Truly memorable (M).

I agree it might take some practice, but “practice makes perfect” (P).

By using “The Power of Three” you can better engage, inspire and lead those you are communicating with (A).

Think about some of our famous orators such as Martin Luther King Jr and Winston Churchill(C).

Thanks for taking the time to let me share my proposal with you and I’m happy to provide any more information or answer any questions you have (T).

IMPACT PROPOSAL EXAMPLE TWO

I suggest you book onto an accredited, professional EA qualification with Your Excellency Limited (I).

Your Excellency have a high standing in the EA community for delivering learning that is 1.accredited, 2. relevant and 3. instantly-useable for the EA professional (M).

You think it might be expensive? Your Excellency prides themselves on remaining competitively priced in the market. Their qualifications start at £1,995 which equates to just £332.50 per day of learning. They also offer a “Train now, pay later” scheme so you can spread the cost of this training over 5 months or defer payment (P).

You will be able to apply your newfound learning skills to ensure you’re working more effectively and efficiently. It will also be a real boost to self-esteem as you’ll see from our collection of [Learner Stories](#).

I appreciate you taking the time to listen to my proposal and I’m happy to answer any questions you have (T).

[Back to contents page](#)



The Language of Leadership

I love sharing management and leadership theories with my PA and EA clients. There is something immensely satisfying about the PA who, eyes wide in realisation, announces

“So there’s a copyrighted theoretical name for that? Really? But we’re doing this stuff every day!”

Yep. Absolutely. Many of the practices you’re already employing have their foundation in leadership and management theories and strategies. And how great does it make you feel when you discover that? That awareness, that discovery can be a huge self-esteem boost. The EA/PA is a leader in their own right and that’s something you need to be proud of and something you need to take ownership of. From this awareness you can then hone your management and leadership skills to ensure you are employing the very best practices. And in doing so you are well on the way to not only raising your own profile but that of the profession itself.

In this post I’ll be sharing one particular element of management and leadership – The Language of Leadership. We will explore the impact you can create by choosing specific words and being selective with your communication style and delivery. I’ll share instantly useable and practical suggestions that will gain you the respect of your team members and ensure you can inspire and motivate yourself and others.

If you’re interested in learning more about management and leadership theories head on over to our Virtual Academy to learn more about our accredited EA qualification, SFJ Awards – Level 4 Certificate in Office & Administration Management.

What makes a leader?

Let’s kick off our learning by understanding what makes a leader. And one of the best fitting quotes and my favourite is this, from John Quincy Adams, the 6th US President “If your actions inspire others to dream more, learn more, do more and become more, you are a leader”

I believe the key word here is “inspire”. In order to be a true, effective leader we need to be an inspiration to others (and equally to ourselves).

Take time to find out what inspires your work colleagues – what “pushes their buttons”? What is the “sweet spot” of those you are working with? What are their interests, belief and values? Because when the focus of our language, subjects and topics are aligned with these things, when we tailor our language to fit the person we are leading, then we are more easily able to inspire them, “get on the same wavelength” and create and maintain the very best rapport.

Tailoring your language to the person you’re communicating with means they can better identify with what you’re saying. It’s a surefire way of getting on the same wavelength as someone and creating that deep rapport.

In this blog post we’re going to explore something called “representation systems” and gain an understanding that as humans we use our senses to “make sense of the world”. We all process information in different ways and record it for future use. Your world is processed through your senses – sight, sound, touch, taste and smell. Generally everybody has a primary sense that they use to establish an experience within their conscious or sub-conscious mind. Usually that primary system is either visual (sight), auditory (sound) or kinaesthetic (touch or feelings).

Of course, you will access all five senses but your behaviours, language, and creation and memory of experiences will be prevalent either in a (V)isual, (A)uditory or (K)inaesthetic way (VAK system).

“Everyone lives in their own unique model of the world”

Think back to your favourite holiday and relive the most memorable pieces. Take a few minutes to do this and collect those memories in your mind. Then think about how you remembered:

Did you create a visual picture of the events? Were the scenes vivid and maybe moving and in colour?

Did you notice the sounds within the experience? People’s voices, music or natural sound of the surroundings?

Was the memory more about feelings inside, of being happy, excited, relaxed etc.?
If one of the above was the recognisable approach to your method of reconstructing the memory, then this indicates your likely lead representational system.

An indicator of a lead representational system is the language people use.

Here are some examples (known as predicates)

Visual

"I see what you mean"

"I get the picture"

"Things are looking good"

"Show me what you mean"

"We need to focus on this aspect"

"He has a bright future here"

"I have an insight into this"

"This is how I look at this situation"

"He uses colourful language"

Auditory

"I like the sound of that"

"I would like to listen to your ideas"

"That struck a chord with me"

"I hear what you say"

"He told me relevant ideas"

"That was pitched well"

"We discussed the situation"

"I am getting into the rhythm of the job"

Kinaesthetic

"I like the feeling of that"

"I have a sense of what you mean"

"He has got his finger on the pulse"

"Things are really moving now"

"She's a soft touch"

"He is hot on quality control"

"I cannot get to grips with this"

"I am under pressure"

"Give some shape to the strategy"

Tailoring your language to include more predicates that match the lead representational system of others will ensure you deepen rapport and communicate more effectively as a leader. Of course you or others may be a combo of two or all three language preferences – and if you're communicating to a large audience then you'll want to include a mixture of language that will engage everyone.

‘If you talk to a man in a language he understands that goes to his head. If you talk to a man in his language that goes to his heart’ -Nelson Mandela

‘If you believe you can or believe you cannot do something, either way you are likely to be right’ -Henry Ford

To inspire and motivate (yourself and others) you need to make sure you are using Towards language – rather than Away From language. Here’s a simple table to illustrate the difference.

Away From Language:

- Don’t want...
- Can’t
- Hard
- Difficult
- Struggle

Towards language:

- Do want...
- Will do...
- Can...
- Solutions
- Opportunities

Can be considered “negative” and draining - Shaking of head

Can be considered “positive” and inspirational - Nodding of head

Towards language promotes forward movement and momentum in order to achieve, gain and get what you need and want. It is considered more motivational and inspirational due to it’s “can do” approach, energy and resulting inspiration.

Identify what your natural tendency is. If you’re more of an “away from thinker”, make a conscious change in your language when you want to inspire and step up to being an effective leader.

I use an analogy with AA Milne’s “Winnie the Pooh” for the Away From and Towards characters. You’ve guessed it – Eeyore is our Away From and Tigger our Towards characters. So, be a bit more Tigger to inspire!

[Back to contents page](#)

Workplace Skills

- **Role** of the Personal Assistant
- So **much** to do, so **little** time
- **Criticism vs feedback**

Role of the Personal Assistant

What do you think are the top skills required of an exceptional Personal Assistant?
How do your current skill sets meet the needs of this profession and are there any gaps that need filling?

These are just two of the questions I will pose in the one-to-one training course “The Role of the Personal Assistant” which I am delivering to a new Level 3 learner today.

This is the perfect training course to kick off our accredited Level 3 qualification as it provides an overview of the role with discussion time on the historic, present and future challenges of the profession, a consideration of the responsibilities and an identification of the resulting skills and qualities you need to excel.

During today’s training, I will be sharing details of The World Economic Forum’s Future of Jobs Report and citing the growing skills for 2025.

The Report identifies a shift in the division of labour between humans, machines and algorithms. “Automation, robotization and digitization” are impacting the way we work. That resulting impact is determining the growing skills required by 2025:

Top 10 skills of 2025

WORLD ECONOMIC FORUM

- Analytical thinking and innovation
- Active learning and learning strategies
- Complex problem-solving
- Critical thinking and analysis
- Creativity, originality and initiative
- Leadership and social influence
- Technology use, monitoring and control
- Technology design and programming
- Resilience, stress tolerance and flexibility
- Reasoning, problem-solving and ideation

Type of skill

- Problem-solving
- Self-management
- Working with people
- Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum

[The Future of Jobs Report from The World Economic Forum](#)

Isn't it fascinating to note that the growing skills make up the human element of the role - things like problem solving and critical thinking. Are these skills you have and are you implementing them in your role?

For those of you who own a copy of my book "A-Z Pearls of Wisdom", you'll know that I identify the skills of the Personal Assistant in an A-Z collation. The nature of the PA Role ("no two days are the same"!) means this is an impressive list ranging from "Assertiveness" to "Zeal". And mapping across your own skillsets to align with these identified A-Z skills can be great to determine gaps in your learning and your development needs.

As ever, we'd love to support you on your learning journey.

[Back to contents page](#)



The key is not to prioritise what's on your schedule, but to schedule your priorities

So **much** to do, so **little** time

Hands up if you sometimes get to the end of your working day and feel like you haven't achieved all you wanted to? You feel like you've been "fire-fighting" all day? As fast as you're checking off your "to-do" list you're adding on other things?

Fact 1: to make you feel a bit better) – you're not alone! As a specialist trainer for the #ExecutiveSupport #EA #PA profession, I know your role can be Challenging (see! It even warrants a capital "C"!)).

With many organisations becoming "leaner" and expecting you to juggle more, you might feel stretched and sometimes overawed by the volume of work you need to get through in a day.

Fact 2: (to make you feel even better) – you can put into practice great time management skills to help you – based on the work of Stephen R Covey in his book "The 7 habits of highly successful people" of which I am an advocate!

"The key is not to prioritise what's on your schedule, but to schedule your priorities."

The key to being effective with your time management is to be able to differentiate between

✓what tasks are urgent and

✓what tasks are important.

Urgent tasks are linked to deadlines. Ask yourself "how quickly does this task need to be done?"

Important tasks are linked to your goals and outcome. Ask yourself "is this task something I need or want to achieve?"

Below are examples of tasks that might “fit” in the respective in-trays and the relative “actions” you need to take.

1. High Importance, High Urgency

Examples:

Crises (eg the fire alarm is going off!)

Your Exec is at your desk asking you to book a taxi/car to the station and wants to leave asap!

Action:

Do it! If possible, do the task in such a way that it is unlikely to occur again – or if it does occur again you are able to deal even more efficiently with it. So if your Exec regularly needs last minute transport have the number of the taxi/car company pre-programmed into your phone!

2. High Importance, Low Urgency

Examples:

You need to type up the Minutes of the Board Meeting for approval by the Chair by next Friday.

Your personal development and training and networking.

Action:

Schedule it! Ensure you block out time to do these tasks.

3. Low Importance, High Urgency

Example:

Someone is hovering by your desk keen to share their excitement that The Great British Bakeoff is returning to their screen...

Action:

Spend the right amount of time (relative to how important) these tasks are. Maintain boundaries. Learn to say “no” professionally.

4. Low Importance, Low Urgency

Examples:

Shuffling papers, trivial tasks

Action:

Stop it! (Or you could save these tasks for any quiet time you have when you’ve caught up with all your other tasks!)

[Back to contents page](#)



The key is not to prioritise what's on your schedule, but to schedule your priorities

Criticism vs feedback

There it is again. The “C” word. On a professional social media site too.

No. Not that “C” word. And No. Absolutely not that “C” word.

What I’m talking about is the word “criticism”. In my opinion an ugly word that makes me outwardly cringe and screw up my face into deep brow-furrows.

So what is it about this word that offends me so much?

Whilst the original definition of the word had both negative and positive connotations, more recently “criticism” has come to stand for “passing judgement” on something (or someone) often with objection. With a negative bias then, criticism is likely to be received in an accusatory way, thereby evoking a defensive response.

Criticism implies that you have “mind read” the world of another. “Judging” something or someone means you are likely to attribute all your own “baggage” – your beliefs, your values, your “stuff” to your opinions.

And there are even more furrows to my brow when we add the word “constructive” to “criticism”.....Now I read it as a snide passing of judgment implying that your personal objection can and should be considered valid. That you’ve passed judgment on me and are far more superior to me. I’m definitely not won over on that one.

So, what’s the solution here? It’s this.

Let’s avoid the use of the “C” word and instead replace it with the far superior “F” word. Feedback.

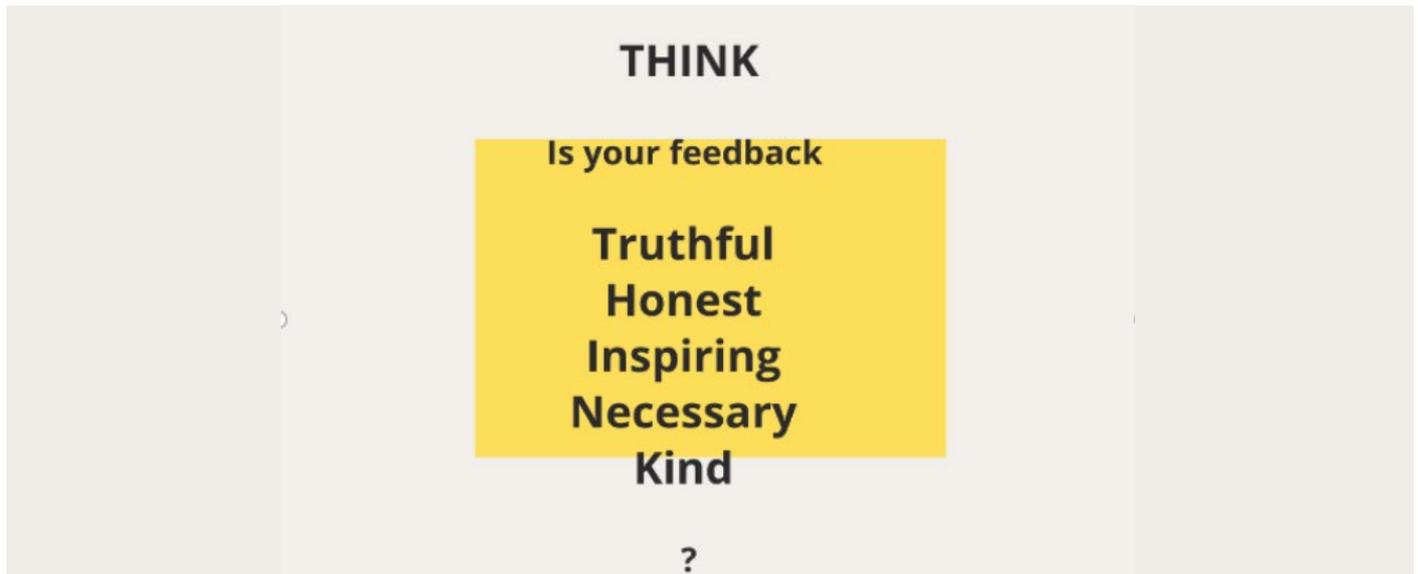
Let’s replace judgment with curiosity so we are better placed to understand the “baggage” and “stuff” that’s going on for someone else.

And, let’s ensure we consider the characteristics of high quality feedback so we deliver our message with the very best intentions.

In the case of Criticism Vs Feedback, there is only one winner.

The highest quality feedback is:

- Delivered face-to-face and one-to-one
- Optimised when we are in the same room as one another



- About what is changeable – concentrate on the development of the person you are feeding back to
- A two-way conversation
- Based on two outcomes
- Motivational feedback to inspire and motivate someone to carry on doing what they are doing
- Developmental feedback to help identify new and/or better ways of doing something
- Delivered in a timely manner. Delivering feedback three months down the line at an annual appraisal will not have the same impact as feedback delivered soon after an event
- Factual, with examples based on your first-hand experience (definitely not hearsay)

- Focused on future development – suggest improvements or changes that will aid the personal and professional development of the person you are feeding back to
- Offered and requested: “I’d like to provide you with some feedback please – is that okay?” or “I’d like to ask for your feedback please – is that okay?”
- Considered as a “gift” that you are giving to someone – it is an opportunity for them to improve
- Received as data – thank the person giving you the feedback. It is now your choice what you do with this data

“

Curiosity is the foundation to all learning - favour it over judgment and you will open your eyes, heart and mind.

”

Lindsay Taylor

Co-Founder & Director

[Back to contents page](#)



If you are interested in further training contact us today



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