



Networks for Change

Understanding the power of networks

NETWORKS FOR CHANGE: UNDERSTANDING THE POWER OF NETWORKS



The Queen's Young Leaders programme discovered, celebrated and supported inspiring young people from across the Commonwealth between 2014 and 2018. It was created by The Queen Elizabeth Diamond Jubilee Trust, and delivered in partnership with Comic Relief, The Royal Commonwealth Society and The Institute of Continuing Education at The University of Cambridge.

Leading Change was created by Frances Brown at The Institute of Continuing Education, The University of Cambridge for The Queen's Young Leaders Programme.

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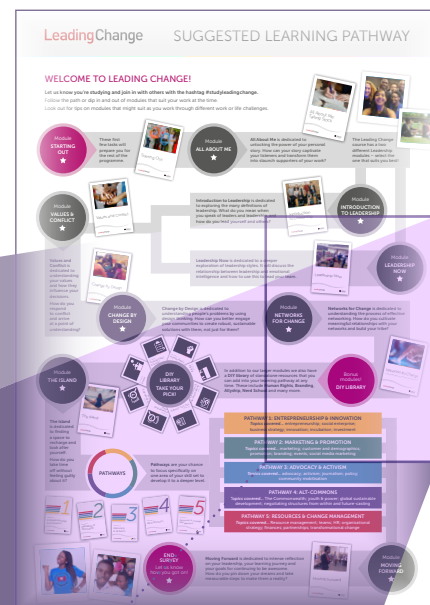
For queries on adapting the materials or running the course, please contact the course creator Frances Brown at hello@fbrownwork.com



YOU ARE HERE: NETWORKS FOR CHANGE

This Module is all about effective networking.

The next couple of pages explain how the module will be structured.



HELLO!

This module is dedicated to understanding the process of effective networking. How do you cultivate meaningful relationships with your networks and build your tribe? And how can you engage with and shape the Commonwealth network as a young leader?

THIS MODULE WILL DISCUSS:

- **Strategies for effective networking**
 - How and when to reach out to influencers, and how to frame your requests
 - Finding your platform for sharing as an effective role model and thought leader
 - When, and how, to politely say no to opportunities that aren't right for you now
- **Working with the Commonwealth network**
 - Understanding how history influences our present, and using this understanding to envision the future
 - Considering how your country has been represented (or misrepresented) in the past, how your work responds to these challenges

USING THESE TIPS FOR BUILDING YOUR NETWORK, YOU WILL:

- Overcome your fears by reaching out to (at least) one influencer for a meeting
- Create a plan for sharing your expertise



OUTCOMES

At the end of the module, you will be able to:

- **Overcome your fears and get in touch with influencers to support your work**
- **Formulate and execute a plan for sharing your expertise with others**
- **Select which opportunities you accept to avoid burnout**
- **Articulate your personal and community's relationships to the Commonwealth**



RELATED LEADING CHANGE CONTENT

Starting Out >>>

All About Me >>>

TESTIMONIAL

NUSHELLE DE SILVA, SRI LANKA (2016)

“

I'm an introvert and a perfectionist, which means that I've really struggled to share what I've learned over the years, thinking myself not good enough yet or feeling deeply uncomfortable about putting myself out there. I loved Pete Mosley's tips for 'shouting quietly' – they felt honest and authentic – and really took to heart Lauren's position that as QYLs we should be mindful to provide just as much support to those around us as we ask from our mentors and role models. It gave me the push I needed to share more frequently (and honestly) through my writing.

”



COURSE ALUMNI SHARE WHAT THEY'VE ACHIEVED AS A RESULT OF THIS MODULE:

"This Module challenged me to not be scared to create a brand for myself and tell the world about the project I am working on. I should not be afraid to ask for help as there is someone out there who can help. I also enjoyed the section on Thought Leadership, I aim to improve in this regard and start sharing as much quality information that are related to the field I intend to be known for."

"The way in which it encouraged you to take risks"

"This module indeed made me realize that my world is really big but my network with other people around me was really poor. I was not networking or interacting effectively with the people around me. So now I am being more social, interacting with anyone I meet. I am spreading out to make friends with people who can help me in achieving my plans for my projects."

"I have learned to strike up conversations and bonding on grounds of similarity across the network."

2017 QYL










"I have learned to respect quiet people and to find ways for me to shout loud without even speaking. I have always been an extrovert but there are some situations when I am not comfortable speaking, this is where the things I have learned from this module have come in handy."

2016 QYL

"I took on a challenge set by Oli on writing to a person who I think might not reply. I wrote to Mr Tony Fernandez, CEO of AirAsia and to my surprise he replied and invited me over to an event that he is hosting. It has definitely shifted my perception of "difficult to reach" people."

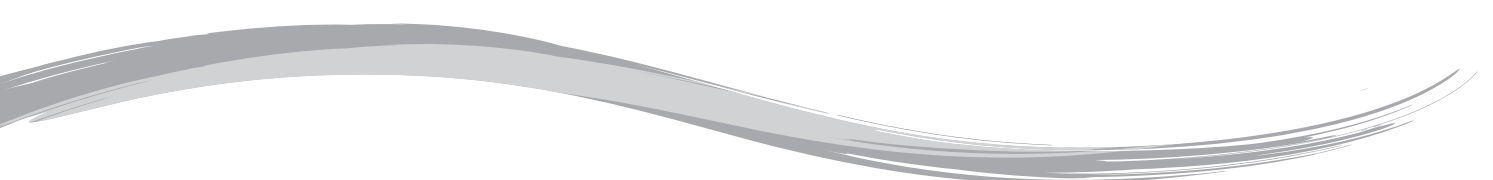
2016 QYL

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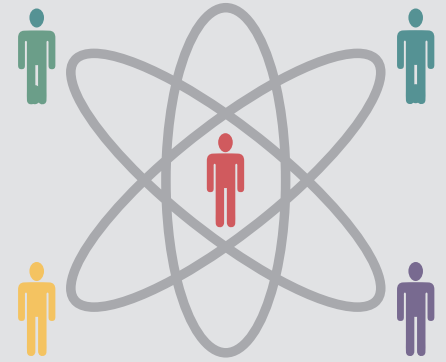


Welcome



WELCOME!

In this module you will learn about networking – establishing connections with other people, often those in positions to help you progress your idea.



This content will help you explore your networks and find your voice. It will give you tips that you can use to build your own network and help you to handle the intensity and the opportunities that your project may bring.

The exercises in the module will help you understand how your networks can help you create positive change.

As leaders, remember that power comes through:

- Connecting with others
- Building a shared purpose
- Encouraging grassroots creativity
- Being open to what the solutions might be and co-creating change with the people it involves.

This module will also help you:

- to understand the role of the Commonwealth in your history and future
- be confident voicing on what the Commonwealth means to you and your work
- to commit to helping your network through your sharing groups.

ACTIVITIES CHECKLIST

Oli's Challenge p14 ☐

Lauren's Briefs 1 & 2 p22 ☐

Pete's Challenges 1, 2 & 3:

Personal Action Plan p24 ☐

Wheel of Self-promotion p31 ☐

ICONS



Activity



Reflection



Video



Key info



Example



Summary

1

Part 1

Tips for Networking



I believe that leadership is:

“

Uniting for a shared journey. It includes building knowledge, consensus on ideas and goals, and charting the way forward. It is not just what a single person can make a collective do. It is the feeling of oneness in purpose and process. It is sharing, thoughtfulness, capacity and the will to make a difference.

”

Shivani Mathur,
India

Part 1A

OLI BARRETT

JUST DO IT!

Social entrepreneur Oli Barrett speaks to us about his experience of networking, and how important it will be in your own projects.

I'm going to give you a few thoughts and ideas of mine on that subject, but before I do, I thought I'd just introduce myself. I am what is known as a serial entrepreneur. I've been starting businesses since I was at university in the UK. I started my first business because I was thinking about how young people access opportunities. It seemed to me that the formal careers fairs of our British universities were quite stuffy, dominated by very large companies. Not everyone knows that 99% of British companies are actually small companies. I wanted to do something a bit different. For me, working for myself was the only way forward.

Over the last 15 years, I've noticed that we live in the most incredibly connected world. Very often, particularly if you're just starting out, you think that everybody lives in an ivory tower or is very difficult to access. Actually, people are willing to grant you a meeting, perhaps a coffee or a phone call, and **they are willing to help you**. If there's one piece of encouragement I would give to you, it's **not to be afraid to reach out and ask for help, assistance and advice from people who have been where you want to go**.

These days, over a billion people are on Facebook. Probably over 100 million are on Twitter. Many are on email. Getting in touch with people is quicker, cheaper and certainly, in my experience, more rewarding than ever. You have an amazing advantage. You're young. You see the world with fresh eyes. People of my generation have stopped seeing many of the things that are wrong with the world. You are the ones noticing problems worth solving, and opportunities worth making the most of. Also, I have to be honest, you have a huge number of people who want to help you. Never be afraid to ask for that advice.

We are surrounded by problems worth solving.

The people who will solve those problems are people with energy, determination, and passion, and who are not afraid to step outside their comfort zones and industries to join forces with people from very different backgrounds who want to make a difference. That always depends on someone prepared to put in a call or an email to someone who might say no and might ignore them.

Let me give you a personal example. I started my first ever company by putting in a cold call to the best known advertising agency on the planet, Saatchi & Saatchi. I got through to their Global



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The thing I've noticed over the last 15 years is that we live in the most incredibly connected world.

”

Marketing Director. That one phone call led me to £300,000 worth of investment. It led me to my own office in their building and to introductions to their clients. All from one phone call as a student in the UK. He could have ignored me (and many, many hundreds of people did and continue to do) but it didn't put me off. One phone call. Amazing results.

My latest project sees young people all across the UK fixing their youth clubs. They get kits and materials. They get a qualification. Dilapidated buildings. Young people. Simple ideas. It all started because I wrote to a very successful plumber here in England who offered to help. He could have said no. He didn't. He said yes and that was the very beginning of a scheme that is now nationwide. I'm always learning that it's always worth asking.



“

Actually getting in touch with people is quicker, cheaper and certainly, in my experience, more rewarding than ever.

”



A single phone call



£300,000 investment

OLI'S TOP TIPS

I've got three top tips for you about reaching out, whether it's by phone call, email, or maybe even Twitter.

1. Personalisation

The first thing to think about is personalisation. I know it might sound obvious, but who are you reading about? Who has just said something or stood up for what they believe in? If we think about the newspapers today, many of them are free and online. Who has just stood up, maybe from the business community, maybe from the political world, for something they believe in? If they have, today could be a really good day to write to them and offer to help. Say you agree with them. Ask them for a meeting. You might think they get deluged by people. I promise you, very often they don't.

Think about personalising your approach, not just about them but about you. Why do you connect with them and what have you noticed about their life that will draw them towards your email and go, *"You get me. You get what I'm doing. We're on a similar journey."* This is the first really important thing.

2. Timing

Second tip. Think about your timing. I want to talk about this much more when we meet face to face. Is it a particular time of the day? Very early morning? Very late in the evening for me sometimes is the best way to get through to very successful people. Also, think about why in this hugely busy person's life, today is the day. Maybe they've just won an award. Maybe their company's just announced something. Maybe they've had a bit of bad news and they need cheering up. It's completely up to you but think about the timing. Why are you sending that email today? If that means having a list of people you want to connect with and picking your moment, that's fine. Think really carefully about the timing.

3. Realistic end goal

Think about what a realistic end is for you. You might not actually have that half an hour coffee with President Clinton this month, but he might introduce you to someone in his team, who might be interested in answering a few questions over email. If you know they're going to a similar event to you, they might consider meeting for a short meeting. Offer to go and see them. Keep your initial request quite brief. Most of all, **express a passion for what you do and for what they do.**

These might sound like simple tips, but I've found they work, and they help me get started.

TOP TIPS



Personalisation



Timing



Realistic End Goal

“

Offer to go and see them. Keep your initial request quite brief. Most of all, express a passion for what you do and for what they do.

”

OLI'S QUESTIONS

1. What three things do you really want to achieve in the next five years?

I am interested in three things that you want to achieve in the next five years. That could be anything.

2. Which three people would you meet for coffee?

If you could meet face to face any three people, who would they be? They've got to be alive. If you could go and see anyone for half an hour, just for one drink, to ask for their advice and pick their brain, who would you meet and why? I'd like you to bring that list of people. I want to know who they are because that helps me build up a map of how we can help each other.

What three things do you really want to achieve in the next five years?

Which three people would you meet for coffee?

OLI'S CHALLENGE

Write to one person you're fairly sure will not write back, and ask them if they'll meet you face to face.

Give them some information about your life. Make it personal to them and think about the timing of your email. Ask if you can come and see them for a coffee or drink, or have a short phone call with them, maybe just for 20 minutes. Do whatever is appropriate in your country, and feels right to you.

I want you to really aim high. Not the head teacher of a local school where they might be really important. I'm talking right to the top. Is it a business leader? A politician? A faith leader? Who can you write to before the summer and secure either a phone call or a meeting with? Then we'll compare notes. By the way, if it's comparing notes about some rejection notes you've got, I've got lots of those too. We can commiserate together. I think you'll be surprised at some of the responses you get and in a good way. That's my challenge.

Why do I think this is important?

This might sound simple-minded, but I honestly believe that somebody out there has already solved 99% of the problems that we are facing. If there's one challenge in life, it's that we need to make this planet more **connected**. That's not going to happen by accident. That is going to happen by human beings making those connections. We have to make ourselves more findable. We have to get better at finding each other and in the middle of all of that, we have to get better at making introductions.

Aim for the stars when it comes to making those connections and then in the next stage, in making those introductions.

Check out Pete Mosley's 'write a cheeky letter' tips from his book *The Art of Shouting Quietly* – an excerpt from which is on the next page.

We'll be hearing more from Pete later on in this module.

I am a big advocate of boldness. I always encourage the people I work with to be bold, aim high, and write cheeky letters.

What do I mean by cheeky? I guess I mean the sort of letters that stand out for their boldness, enthusiasm and desire to do what it takes to get on in life. Letters that are not shy of asking for help, targeted at those who are in the best place to provide a timely 'leg up'.

I'm a great fan of cheeky letters. Some of the best things I've ever done – and some of the most significant, have come about because I dared myself to write a cheeky letter.

Follow these rules:

- Ask the right person: *Do they have the power to help you?*
- *Is the context right? Do they have the resources to help you with your idea?*
- Ask the right question: *Have you thought this through – is your request relevant and complementary to their work and values?*
- *Is your timing right? Is your request timely – will it fit with their calendar and workflow?* Research this.
- Ask the right way: *Have you thought about the best way to approach them? How do you imagine they might like to be asked?*

If you can say 'yes' to all of these questions, then go for it. What's the worst thing that can happen?

Remember that the process – working towards the goal, can be more important than the goal. The goal is an indicator of future performance. As you learn, the goalposts might move. Don't wait until you have defined your 'perfect' goal. You know that is a trap. Avoid the traps.

Above all – be yourself. That's the hardest thing on earth for someone else to copy.

Good luck, but above all, just do it.

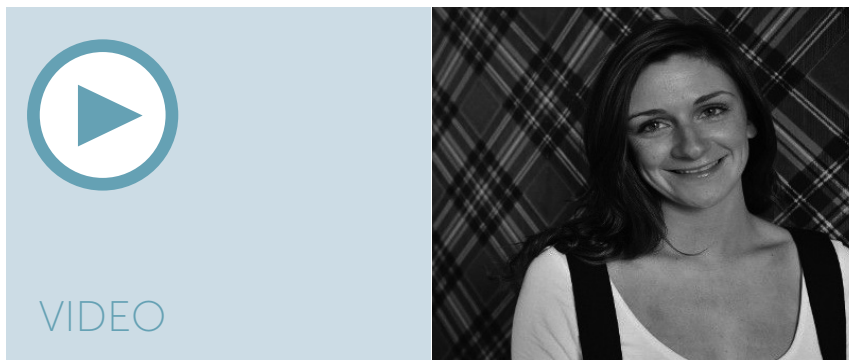


Part 1B

LAUREN CURRIE

MAKING YOUR NET WORK!

Lauren Currie talks about how her networks have worked for her through building a successful business to thinking about how she maintains and nurtures those who have helped her on her journey.



My name is Lauren Currie. I'm the Co-Founder of [Snook](#), a service design agency based in Scotland, and the Programme Leader at [Hyper Island](#), a global creative business school based in Manchester. I'm delighted to talk to you about the importance of networking and building relationships around yourself and your work.

Online I'm known as redjotter. This is the name of my Twitter handle and my blog. This name actually plays a big part in how I have made my net work for me and what networking means to me and my work.

I've been described as a designer, doer, business owner, starter, teacher, learner, visualiser, and connector. An important lesson I learned recently is that creatives are guilty of trying to label each other. We try and put each other in boxes. I think we really need to stop doing this because the most magical work happens when different disciplines and experiences come together to work on an idea. We are really good at adapting to change and the environment we are in. We are good at finding the right skills at the right time. Let's try to avoid labels.

The theme of what I'm going to talk to you about is networking and relationships, and I've called the session **Your Net Works** because I want you to be thinking about the web, or the net, that you are weaving around yourself, your projects and your work. Hopefully this session will give you insight into how you can do this better.

I want to start with some powerful quotes to frame the importance of thinking about networks and relationships in a strategic and thoughtful way.

“

We are one conversation away from pretty much anything and everything.

”

– Roland Harwood

“

The key to getting a reputation for being brilliant, is actually being brilliant and not just saying you are.

”

– Seth Godin

'We are one conversation away from pretty much anything and everything' – Roland Harwood from 100% Open

"The key to getting a reputation for being brilliant, is actually being brilliant and not just saying you are" – Seth Godin

I'd like to share my story with you, especially for any sceptics who might not believe those quotes! I hope my story and this journey will inspire you and change your mind by the end of the session.

LAUREN'S STORY

Seven years ago I wrote my first blog post, when I started my first job. To give you some history, I started studying product design. I was on a mission to be the next Steve Jobs or James Dyson and I was going to design objects. I wanted to be a product designer. In my second year I discovered a new discipline called Service Design. This is much more about experiences and how you design end-to-end services that have humans at the heart of them.

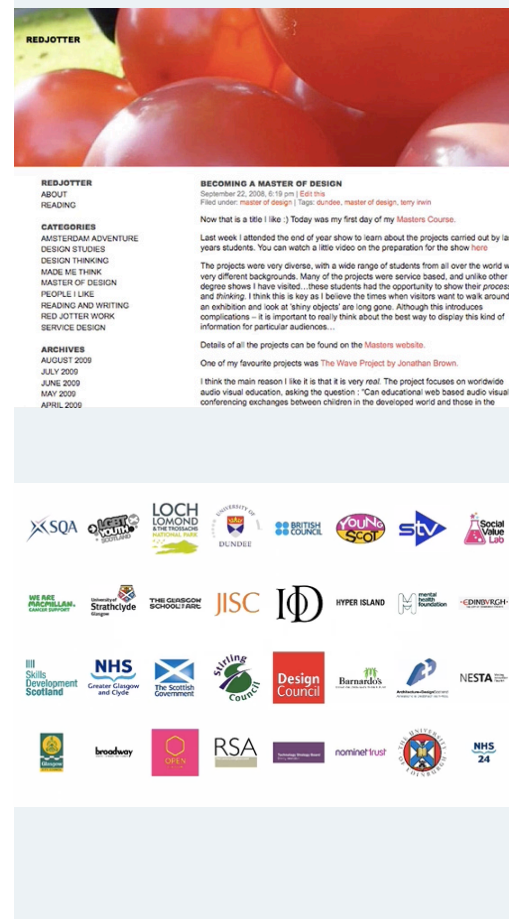
After my undergraduate degree I was offered a summer job in Amsterdam. On the way to the airport I had an idea that I should start a blog of some kind. I wanted somewhere to document and process my learnings. I scrambled a wordpress together and came up with the name redjotter simply because I like red notebooks. I'm sure that for the first few months only my mum read my blog. She used to e-mail me if I hadn't written for a while or if I'd made a spelling mistake.

What I did through this blog was really document and capture my process and I used it to open up my projects, ideas and relationships.

This led to exciting connections and opportunities. There is a myth out there that to blog you have to be a talented writer and you have to have extremely interesting things to say. One great example is that once, I simply shared a link to an article I'd read, and overnight the author and key influential people from the field were having a debate on my humble blog.

This was a great moment for me as it showed me the power of this platform. Over the summer, it turned out that Hazel White had also been reading my blog and invited me to come back to University to study a Master's in Design. I continued this daily habit of building connections and sharing my work. Towards the end of my Master's degree, which had been about how do I design my own future and how can I connect with this industry and really put myself out there, I had a strong community around me and a following so I decided to make my degree show interactive.

This was when Twitter was a new and shiny thing, and I used it to connect visitors of my show to professional service designers around the world. After graduation I looked around Scotland for service design for social change agencies, without success. Long story short, I met my business partner Sarah Drummond online and we got together to create Snook. Snook is Scotland's first service design for social change agency. We are all about using design to make public services more functional and more beautiful. We set up in 2009 and you can see some of our clients on the right. All our work is in the public sector. A huge part of our journey in setting up, gaining our first client and building our business up was the network I had built around myself during my years of study.



This even led to someone putting a definition in Urban Dictionary for **redjotter**! Great things happened. For example, the renowned author Austin Kleon recently tweeted me about the name redjotter and then he ended up sharing the dictionary definition of the word jotter with his millions of followers. This was a really lovely moment for me and it reminded me just how small our networks are.

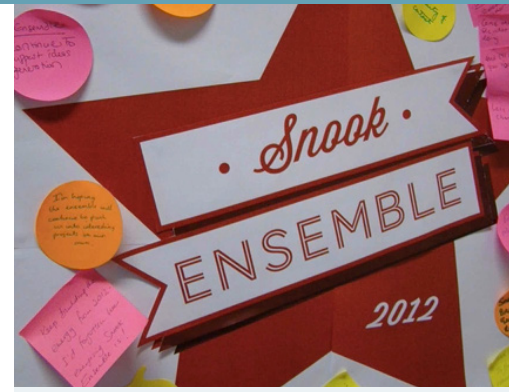
I was invited over to China to present our work in Beijing because the organisers had been following my online story. I was invited to write a chapter in the renowned service design book. This way of working was something that I kept up throughout the years of building Snook and growing our team. We have a team of 12 at the moment and we often host events where we open our studio up and invite people in to talk through our cases studies so we can share with them what we are working on and how we can collaborate with the people of Scotland to be a better version of what we are.

The Snook Ensemble was a network I created because we got a lot of emails from people of all sorts of backgrounds who wanted to help Snook on our mission. I welcomed them all to the studio and we held monthly meetups. Over time it became a group of friends who supported each other and helped each other find opportunities. We were there for each other, personally and professionally, and three years later some really great things have come out of that network.

Nightriders is a project I created that has networks and relationships at its core. As the name would suggest it's all about navigating the system. It's an 8-week entrepreneurial programme where participants learn the basics of design, business and tech. The core of Nightriders is to understand how to navigate complicated networks; how to navigate and weave your way through hierarchies and to reach the influential people you need to reach to get your idea off the ground.

Just recently I decided to step back from my business to move to a new city and start a new job. Sarah and I talked extensively about the best way to do this. We asked ourselves, how do we do this in a way that is generous and honours our network and our relationships? We decided to write each other a letter and we posted these letters online to share why I had decided to move on and what that meant for the business. It's a simple and small thing but it has led to me receiving special emails from complete strangers. People who were either inspired, moved or touched by how we did that. I think this is a good example of how important it is to open yourself up, be present and give away as much as you can.

I now work at a creative business school called Hyper Island. It began in Sweden 20 years ago and it's a very different type of school where there are no teachers, no content and no homework. All our content is delivered by industry and we have a strong methodology of learning by doing. I run an MA in Experience Design. If any of you would like to know more about that, do get in touch, but the important thing for this conversation is the energy and time Hyper Island gives to our alumni network. We have schools in Stockholm, New York, Singapore, and Brazil and we put our alumni at the top of our list. We see the powerful things that happen through relationships and connections that are made between people who are working on exciting projects.



DEFINITION

Redjotter

Someone so unique that they need no definition.



“

We see the powerful things that happen through relationships and connections that are made between people who are working on exciting projects.

”



EXAMPLE

HOW TO BUILD A TRIBE

I want to give you some examples of how you build a tribe.

There are some great examples out there on how you build a community around your idea:

THE GLOBAL SERVICE JAM

The Global Service Jam was started by my friends Adam Lawrence and Markus Edgar in Germany who had the idea of spending a whole weekend, or 48 hours, using service design to change the world. What would happen if teams of people all over the world could do that at the same time? A few years ago the first jam happened and overnight the idea took the Internet by storm. Last year the jam happened in over 100 cities with thousands of participants. This is because Adam and Markus opened the process up and they used free tools to share their vision for what would happen if the whole world jammed at the same time. Worth looking into!

CYCLE HACK

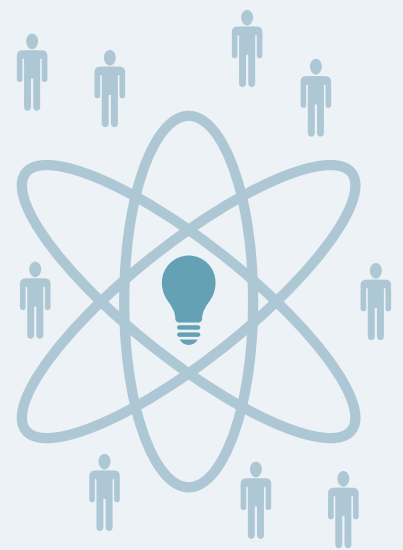
Cycle Hack is an idea that was inspired by the global service jam model and is the brainchild of my business partner Sarah Drummond. People all over the world spend 48 hours trying to reduce the barriers to cycling. Last year the first Cycle Hack happened where Glasgow, Beirut and Melbourne joined in. Just last weekend there was over 35 cities taking part in a Cycle Hack from Tokyo to New York to Sydney. Since then Sarah and the team at Snook have won a core77 award for design for social impact and Sarah's been on BBC World Service talking about this idea that has so quickly built such a strong, passionate energetic community around. This is because Sarah gave away her vision and she designed the process and the tools in a way that made it easy for people to engage.

DEAREST SCOTLAND

Dearest Scotland is an example of a side project we've worked on at Snook because we were frustrated by the lack of imagination and ambition in the referendum debate when Scotland was deciding whether to become an independent country. Dearest Scotland is a service that enables people to send physical letters to the future of Scotland. We've recently just completed a successful Kickstarter and now we are going to turn these letters into a book. For this conversation, what's important is the fact that because we gave this idea away and we reached out to our community *Dearest India* is now up and running, *Dearest England* exists and we are talking to someone about launching a *Dearest South Africa*. I think this is a really nice example of what happens when you have an idea and you welcome other people in to shape the idea.

ADA'S LIST

Ada's List is a community for women in science, tech, engineering and maths. It is an extremely generous and supportive network that is about raising the profile of women in these spaces. It's a great example of how you build a tribe online because most of the dialogue happens via a newsletter. Definitely worth signing up to.



“

Build a
community
around your idea.

”

CREATIVE MORNINGS

Creative Mornings is another fantastic example. Tina Roth Eisenberg in NYC wanted a dose of inspiration while she was eating breakfast on a Monday morning before the work week started. Nothing like this existed so she decided to build it. Now there are Creative Mornings in cities all over the world, where people are inspired over breakfast and become closer to their creative peers and the community.

Doers not talkers

All these people are doers not talkers. And so are you! I want to give you some examples of individual people so you can go away and look into exactly how they do it:

SEAN WES

Sean Wes is a stellar example of how to make your net work. He has a podcast and he has designed a learning programme where you can learn his calligraphy style. He also now runs a podcast on how to build a multi-million dollar business. Sean talks a lot about how you become known for a certain thing, how you build identities around subjects and topics and how you become the linchpin of a community.

TINA ROTH EISENBERG

Tina Roth Eisenberg is the woman behind Creative Mornings and you can read her blog over at www.swiss-miss.com. She talks about labours of love, the importance of side projects and the huge impact side projects can have on your network and your community.

AUSTIN KLEON

Austin Kleon writes extensively about how to put yourself out there and how to share your process and your work, especially if you feel nervous or shy. He breaks it down and makes it simple for all sorts of people to embrace the Internet to make their net work.

SARAH DRUMMOND

Sarah Drummond and the rest of our team at **Snook** are great examples of how you involve communities and members of the public in the design process and how you build communities around side projects.

HOW DO YOU BECOME THE PERSON PEOPLE ASK FOR HELP?

This is something I'd really like you to think about and I'm going to ask you more questions to help you work towards an answer.

Who are the people you surround yourself in who inspire and challenge you? People say that you are a reflection of the people you spend time with. Make sure you are spending time with people who really believe in you and who inspire and challenge you.

How often do you share what you know? How often do you share your process? The more you do this, the more you will get back.



REFLECTION

Have a think about the following questions:

Who are the people you surround yourself with who inspire and challenge you?

How often do you share what you know? How often do you share your process?

How are you helping other people like you (and people not like you) to find their own future? How are you making yourself findable and accessible? How are you inspiring others?

How do you make yourself findable for people who are thirsty for role models?

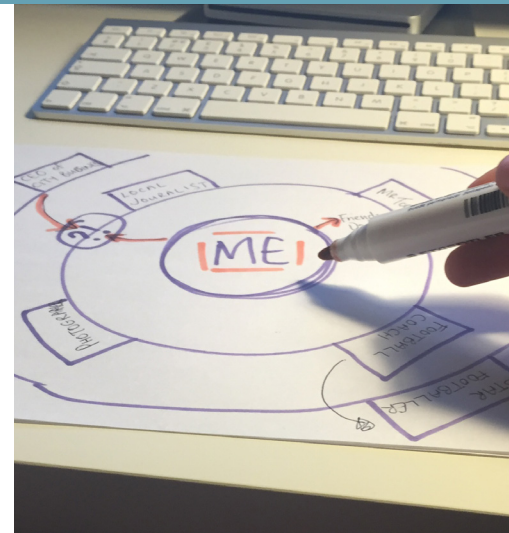
How are you helping other people like you (and people not like you) to find their own future? How are you making yourself findable and accessible? How are you inspiring others? How are you making it easy for people to reach out to you and find out more about your journey and how you got where you are?

How do you make yourself findable for people who are thirsty for role models? Believe it or not, each and everyone one of you is a role model. There is somebody somewhere who wants to be like you – it's your responsibility to take that seriously and to use the power of the internet to make your net work and help others understands how to make their net work.

It's time for you to: build a tribe, show up, make eye contact, smile, make daily connections, help someone who needs your help, be a mentor, be a mentee and build your net work.



On the next page are two briefs Lauren created for you.



ACTIVITIES

BRIEF NO. 1

Your first brief is about making daily connections.

There are no excuses. We are surrounded by free tools to do this and we carry a mini computer in our pockets. Make daily connections between people, projects and information.

Write down three networking objectives you seek to achieve in the next three weeks. Make them fairly simple and easy to achieve.

For example:

1. I will make one business connection
2. I will reach out to one of my work colleagues and invite them for lunch
3. I will reach out to someone who inspires me and I have never made contact with

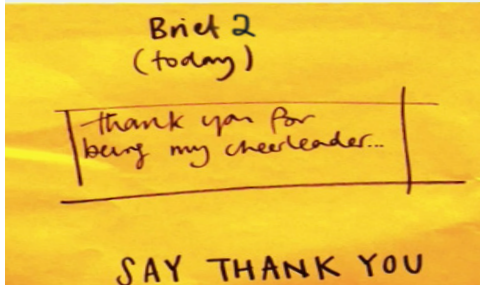
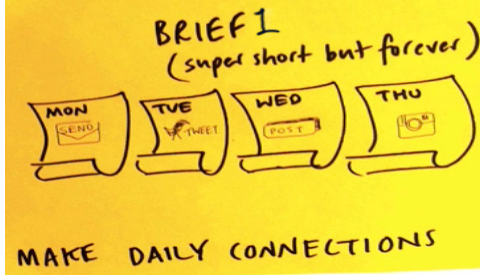
BRIEF NO. 2

Now say thank you to the people who inspire you.

Say thank you to the people who have helped you and show your gratitude. This doesn't happen often enough. Think about who your cheerleaders are.

Who are the people in the background who are cheering you on and opening doors for you? Make sure they feel appreciated!

Go on, be creative or start simple with an email, a text message or a card delivered to their workplace.



WHEN YOU'RE READY

Each of you has the power to connect with just about anybody in the world.

Now that you know that, and hopefully you've been inspired by the stories I've shared, I'd love to know what you'll do next.

Please tweet me [@redjotter](#) using [#yournetworks](#) with the one thing you'll do next to make your net work!

Part 1C

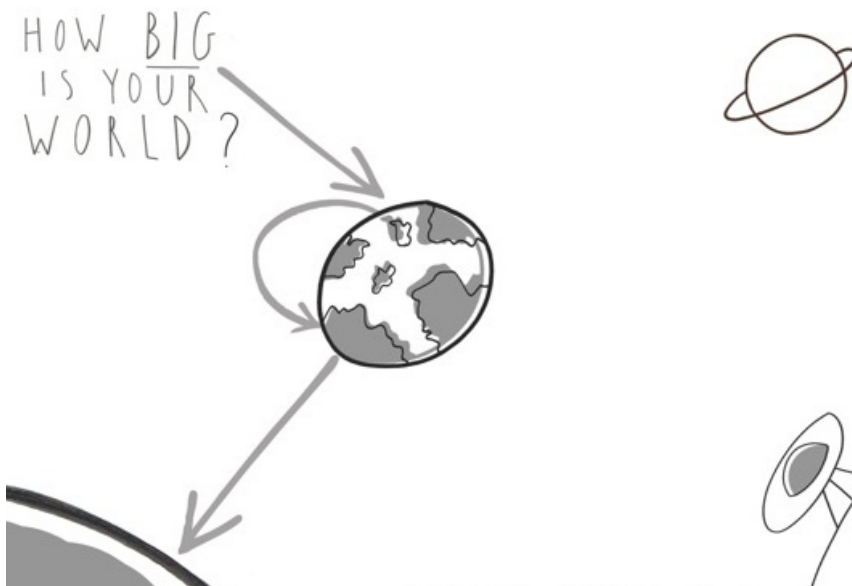
PETE MOSLEY

THE ART OF SHOUTING QUIETLY

When we think about building networks for change, we need to consider where to best to grow our networks.



HOW BIG IS YOUR WORLD? WHAT ARE YOU ON THE PLANET TO DO?

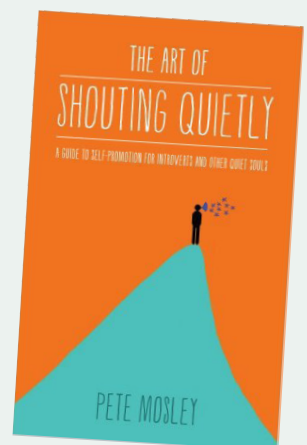


*The following is taken from pages 80–85 of Pete's book, **The Art of Shouting Quietly**.*

To be truly confident, you need to engage with this question on both very practical and deeply metaphorical levels. In my life, I have rubbed shoulders with people who have never been to the seaside. I have also rubbed shoulders with people who have crossed every ocean. It's not my business to compare one with the other in a critical way but I must ask the question:

"Are your boundaries there through choice or habit or circumstance or... what?"

The world is indeed your oyster! What's your geography?



“

You can work within even the most challenging circumstances to make extraordinary things happen.

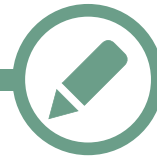
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I once mentored a really talented textile artist who was struggling to earn a living. Her work was great; she had a lovely studio and workshop from which she ran courses for small groups. When I asked her where she advertised, it turned out that she was targeting locally. She simply was not spreading her net far enough.

We took out a map and did a calculation based on an hour's drive time and found that there were a number of large population centres within that range from which she could attract a much bigger customer base. Whatever you do – be you an IT specialist, copywriter, musician or designer – you need to figure out how far you need to spread your wings in order to get the profile and/or income you need.

Are you comfortable holding a globe in your hands and saying 'all of it' or is your map a continent, country or regional map?

If someone rang you tomorrow and said "if you can get to Tokyo for 10 days, we can give you work and teach you all you need to know" would you be open, ready and willing to grab that opportunity?



ACTIVITY

PETE'S CHALLENGE 1: PERSONAL ACTION PLAN

Complete a Personal Action Plan worksheet:

Take a blank piece of paper, or use the worksheet in **Appendix 1**, to create a personal plan of action using the following headers

- Action to be taken
- How will I do this?
- Who will help me?
- By when?

“

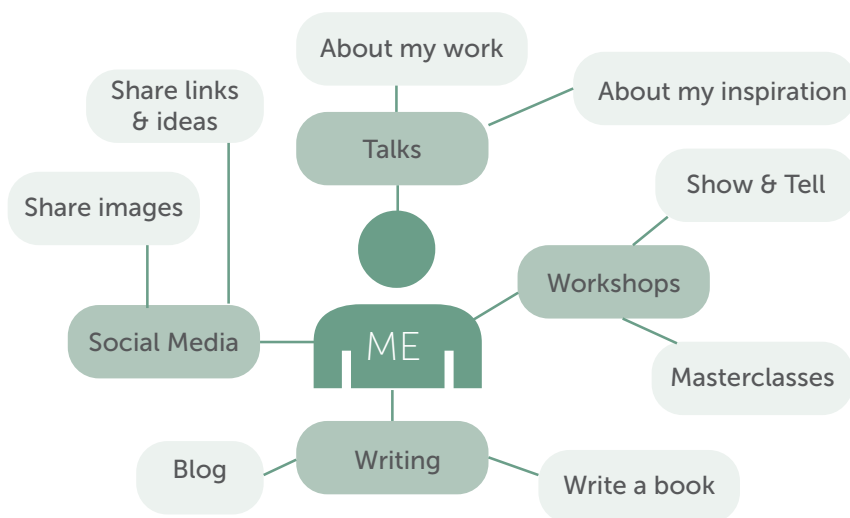
Are you comfortable holding a globe in your hands and saying 'all of it' or is your map a continent, country or regional map?

”

FINDING YOUR PLATFORM

There are many different platforms you can use to communicate your message of change – from social media, one to one meetings to writing articles and running workshops – which can you do well?

There are several advantages to these different platforms and they fit with different types of learning styles. Knowledge of this is crucial in selecting the right method for you to motivate people to join you on your journey of change.



*The following is taken from pages 97–110 of Pete’s book **The Art of Shouting Quietly**.*

How and where do you want to be seen and heard in the world? Where and how do you want people to find you? Which of the many platforms for self-promotion that are available feel most natural to you? Avoid the angst of feeling that you have to do everything. You don’t. The pundits will say you need to be Facebooking twice a day and Tweeting five times and updating LinkedIn and, and, and... you don’t. Find the places you can hang out to greatest effect and perform (whatever shape that takes) with the maximum of comfort and ease and squeeze what you can from those.

Resist the pressure from people who try to persuade you to do far too much. Be sure that your shyness or lack of confidence doesn’t become an excuse not to show up. For some people disappointment becomes more acceptable than the discomfort of getting out there. If you have a gift you must share it. If you have ever caught yourself saying ‘Oh, I’m so disappointed in myself, I failed to do this that or the other...’ please tell me you have thought about why. This is something you need to feel your way into. And irrespective of how confident you are, or you become, you will need to feel your way into every new technique you use for self-promotion. Showing up in a new way or in a new environment should begin with quiet observation, followed by the mindful dipping of a toe in the water. As you progress with these experiments you will eventually find the platforms that suit your natural style and your values. You will get to feel at home



“

Find the places you can hang out to greatest effect and perform (whatever shape that takes) with the maximum of comfort and ease and squeeze what you can from those.

”

and at ease much more quickly. The one proviso is that you cannot do this without getting into your stretch zone (and therefore feeling temporarily ill at ease) at some point.

Confidence

Confidence comes from probing and testing and getting into the stretch zone until you feel OK out there – then you must continue to ‘rinse and repeat’ until you’ve got solid foundations upon which to build real progress. Be a tiny bit brave on a regular basis – a few successes and failures will really help build your confidence.

How does failure build confidence?

It helps you clearly identify the things that don’t work so that you can discount them quickly and move on. This will help you, step by step, to overcome the fear of failure or embarrassment. Experiment with the limits of your bravery – I knew a bloke who went into the post office once and asked for a pound of haddock – the post-mistress looked slightly startled, the bloke burst out laughing, and a bit of fear dissolved in that moment.

Experiment – break out of your normal state now and again. Loosen up. All of the most successful people I know (and I mean people who are successful on their own terms – millionaire or hermit) play in their stretch zone. Unless you get out in your stretch zone you don’t know where you may be comfortable in the future. Fear is not a good reason to avoid the stretch zone. The stretch zone is the place where you overcome the fear. And eventually what you do in the stretch zone morphs into your comfort zone. Then you will be ready for fresh adventures.

There’s no shortcut to confidence building.

It has to be practised. There are big personal challenges – and pain barriers – to be broken through. Embrace your anxieties. I always think that if I’m not nervous, I’m not doing it right. I’d rather listen to a wobbly but genuine presentation that’s delivered from the heart than a smooth but shallow one.

It’s about learning to manage and live with nerves rather than avoiding things because you think being acutely nervous is somehow synonymous with you not being confident. All good presenters (and performers) suffer from sweaty palms and a sense of dread a lot of the time. When I did a TED talk I was very nearly physically sick a couple of minutes before going onstage.

Confidence comes from having strategies to manage these situations, not from eradicating the unpleasantness associated with them. For example, it only takes a few practice runs to familiarise yourself with the fears and physical sensations associated with standing in front of an audience. Any seasoned speaker or performer will tell you that this is something you become accustomed to – which in turn helps diminish the fear somewhat.

Keep reading for a list of strategies to help boost your confidence and overcome your anxieties....



“

Unless you get out in your stretch zone you don’t know where you may be comfortable in the future. Fear is not a good reason to avoid the stretch zone. The stretch zone is the place where you overcome the fear.

”



KEY POINTS

- Failure builds confidence.
- Play in your “stretch zone” – it will one day morph into your “comfort zone”.
- There’s no shortcut to confidence building – it has to be practised.

Strategies for success

ACKNOWLEDGE YOUR 'INNER EXPERT'

In previous writing, I have always encouraged people to overcome their resistance to the idea that they might be considered an expert. Most of us tend not to regard ourselves as experts – and maybe even shrug in a self-deprecating way when someone else makes a really complimentary comment about our work. The odd thing is that we can all easily identify an expert or two in our field – individuals who are simply much more experienced, talented or inspired than we regard ourselves to be. Think about this. Who do experts look up to? They do exactly what we do – they too identify people that they feel are more experienced, talented or inspired than they are. And so it goes on. There will always be people who know more than you, and people who know less than you. Aspire to learn from those with more knowledge, and pass on your learning to those with less – in truth, that's the primary role of an expert. One of the questions I am asked most frequently is this – *'How can I raise my profile, establish my credibility, and become known more widely for what I do?'*.

SHOWCASE

The things you've achieved in life and work – be proud of the experience you have and don't be afraid to share it with others.

INCREASE YOUR VISIBILITY

Be seen, be known, have a reputation for being a specialist. Hiding away doesn't do anyone any good at all! Give up the reluctance to stick your head over the parapet.

WHO DO YOU WANT TO BE KNOWN BY? AND FOR WHAT?

Brand yourself as the person that people seek out for these things.

SHARE

Success stories, facts, figures and testimonials – tell the story of your life and work and broadcast this where you can.

COMMUNICATE

Do talks, workshops, public appearances, use publicity, demonstrations of your skills and knowledge, speak up at meetings. This doesn't need to be complex – people will be interested.

EXPLAIN

Techniques, materials, processes – how your product or service evolved. Customers love to talk about the things they buy, so the more you can tell them, the better.

DISTIL YOUR KNOWLEDGE DOWN TO 'BITE SIZE' CHUNKS OF INFORMATION

People will respect you if you give small amounts of high quality information at any given time.

BE APPROACHABLE

A true expert shares and communicates freely. Properly applied, your expert knowledge can help you develop new working relationships, refresh your networks and contacts, and vastly improve your chances of getting exactly where you want to go.

ACKNOWLEDGE YOUR
'INNER EXPERT'

SHOWCASE

INCREASE YOUR
VISIBILITY

WHO DO YOU WANT
TO BE KNOWN BY –
AND FOR WHAT?

SHARE

COMMUNICATE

EXPLAIN

DISTIL YOUR
KNOWLEDGE DOWN
TO 'BITE SIZE' CHUNKS
OF INFORMATION

BE APPROACHABLE



ARE YOU A NATURAL BORN THOUGHT LEADER?

There are lots of different definitions of Thought Leadership out there.

One simple definition is that a thought leader notices and comments on ideas and themes that are of interest to their niche, and comments consistently over time in such a way as to develop an audience for themselves, their company or their brand.

It's about establishing a relationship with and delivering something of value to your clients and customers that aligns with your values. By doing this you go beyond selling a product or service and establish yourself as an expert in that field. This makes people think about you differently in significant ways. They get to like your point of view and look out for the contributions you make.

One of the great things about Thought Leadership is you don't need to be well-known or famous in order to establish yourself.

You can start in tiny ways and build this up over time. What do you notice each day? What do you find yourself sharing on Facebook and Twitter? Is there a consistent theme to this? One component of thought leadership is the consistency of what you share.

HOW DO YOU SHARE?

Do you like sharing audio, video or narrative (articles and links to things that others have written)? Many thought leaders choose a specific form of sharing – podcasts, say, or videos on a YouTube channel. Or you can blend what you do so that it appeals to a wide range of learning styles – this can be quite a successful technique to build an audience quickly.

DO YOU CREATE ORIGINAL MATERIAL?

To become a top-notch thought leader, you must work towards creating original material. The very best bloggers work on this principle, and don't just write about themselves or their own product/ or services. They have an opinion – or interview others and share a range of opinions about a topic. People often say to me, 'why do you share so much – aren't you worried people will steal your ideas?' Hmmm... for me, it's a no-brainer; isn't sharing the currency of our humanity, of culture, of love?

RELATIONSHIPS AND NETWORKING

I'm going to stick my neck out and say this: If the thought of attending networking meetings fills you with dread, and you think that you can connect with the right people without attending them, then don't go. Simple. There's no law that says you must. However, you can't survive without strong relationships and networks. So – sometimes you simply must go to a meeting, conference or dinner party. Then you must employ your best Ninja tactics to achieve the same ends. Don't go anywhere without a plan. Go with an aim or, better still, a person you wish to connect with, in mind.

BUILD RAPPORT

Remember that you are at your most interesting when you show interest in the person you are talking to. Listen carefully to the people you meet. Ask intriguing questions. If the purpose of your self-promotional activity is to establish trust and build strong relationships with others so that they want to engage your services, buy your



DEFINITION

Thought Leader

A thought leader notices and comments on ideas and themes that are of interest to their niche, and comments consistently over time in such a way as to develop an audience for themselves, their company or their brand.



REFLECTION

Have a think about your daily thoughts and actions:

What do you notice each day?

What do you find yourself sharing on Facebook and Twitter?

Is there a consistent theme to this?

One component of thought leadership is the consistency of what you share.

products or collaborate on projects, then learning how to build rapport is key to making that happen. Don't just ask them what they do, ask about their ambitions, or at the very least ask what they hope to get out of attending the event. If you click, great. If not, you will be remembered as a friendly, interesting person. The nature of the questions you ask of another human being can profoundly affect the outcome of the conversation. *'What's your name?'* *'Where do you come from?'* and *'What do you do?'* are fairly blunt instruments in the lexicon of relationship building. *'Why?'* and *'How?'* are much better building blocks to a question – they elicit a more elaborate answer.

If, in my role as coach, I asked you to describe your long-term goals, I'd expect to get a brief, well-edited answer. The question itself has built-in limitations. If on the other hand, I asked this: *'If all obstacles were removed, where could you be in 3 years time?'* I'd probably get a much more imaginative answer – one that would then serve to lead to a very interesting conversation. It's not just about using 'open' and 'closed' questions – although that helps. It's about using questions that fire up a journey within someone else's imagination. Rather than asking stock *'who'*, *'what'*, *'where'*, *'when'* questions, which can trigger a defensive response, try to use words in your dialogue that open up the more imaginative part of your conversational partner's thinking: *'How do you imagine that will turn out for you?'* *'I'm intrigued by your ideas, tell me more.'* *'I'm fascinated to know what you think about xyz.'* *'Has that changed the way you approach things now?'* *'How will you do things differently this year?'* *'How will you know that has been successful for you?'* These are dynamic questions that are interesting to think about and answer.

By phrasing your questions in an interesting way, you make the other person feel differently about how they answer them. It engenders true dialogue rather than simple social exchange.

OLD WORLD TACTICS

What if you identify someone on a friend's list on Facebook or Twitter but you are wary of Direct Messaging them? You could ask to be introduced personally by the friend, or ask them to introduce you more formally on Linked In. That's the really cool thing about old fashioned etiquette – having someone to introduce you reinforces your credibility and will do much more to cement a really good relationship than any direct message can. Or what if... you were to sit down and write them a personal letter on good quality notepaper, enclose something interesting and intriguing, stick a stamp on it and put it in the post box?

MAKE EXTRAORDINARY THINGS HAPPEN

We are all capable of making extraordinary things happen. Inevitably, whatever you choose to do, other people will be central to your success. Be careful to look after the relationships that sustain you. Work with people in such a way that they come to love (or at least respect) you and the things that you do. Metaphorically speaking, you need to build yourself a fortress of goodwill. Become a trusted friend, a person that can be relied upon. I'm not a religious person – but I do believe in the principle of karma. If I was allowed just one rule it would be to treat others in the way I wish to be treated myself. It's no accident that all of the principal faiths in the world share this tenet. It's what makes the world go round. Put good stuff out there, good stuff tends to come back, measure for measure.



KEY POINTS

Rather than asking stock *'who'*, *'what'*, *'where'*, *'when'* questions try to use dynamic questions that open up the more imaginative part of your conversational partner's thinking. For example:

- *'How do you imagine that will turn out for you?'*
- *'I'm intrigued by your ideas, tell me more.'*
- *'I'm fascinated to know what you think about xyz.'*
- *'Has that changed the way you approach things now?'*
- *'How will you do things differently this year?'*
- *'How will you know that has been successful for you?'*

“

Put good stuff out there, good stuff tends to come back, measure for measure.

”

SOCIAL MEDIA

Used strategically, social media offers a huge opportunity to find, connect to and communicate with key individuals pretty much anywhere on the planet. Used randomly, it will eat up time and distract you from getting on with the important work. Whether you are starting from scratch or already have followers, I'd encourage you to pause for a moment and ask yourself a few questions about why you are engaging with social media in the first place. If marketing is all about building relationships with people who will subsequently connect with your business in some meaningful way and then say 'yes' to your proposition, goods or services, how best can your social media activity serve that aim?

JOIN – OBSERVE – FOLLOW

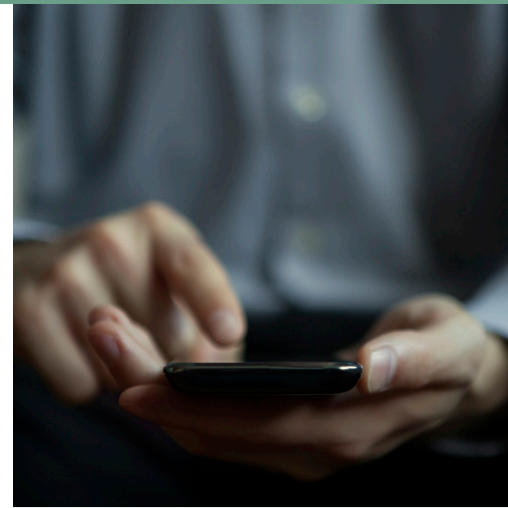
Social media should first be used for watching how others behave, finding out who others are connected to, and noting what works and doesn't work for those already operating in your niche. Then connect yourself. Be forensic about this. Use the search function on each platform to find people or organisations that matter to you. Follow them. Watch how other people in your niche are using social media, and in particular what, how and where they share.

On the basis of what you see working, test a few different types of post. Observe more, test more, and gauge reaction. Test differently – what works best for you? Refine your approach, test again. Don't ask for likes and shares and RT's. These should be earned, not begged or paid for. Get followers legitimately – by simply following people you want to connect with and posting interesting stuff.

Bring your expertise and thought leadership into play. Always link your posts to something – your website, blog or shop. Don't do direct selling. Entice people to follow your trail of breadcrumbs – preferably to a place they can spend time reading, watching or browsing.

CREATE A COMMUNICATION MIND MAP

This is a simple mind map that identifies the kinds of activities that would be useful to communicate your story from using social media to share images and ideas, to giving talks about your inspirations and your work, to running workshops or writing a book or a blog.



ACTIVITIES

PETE'S CHALLENGE 2: WHEEL OF SELF-PROMOTION EXERCISE

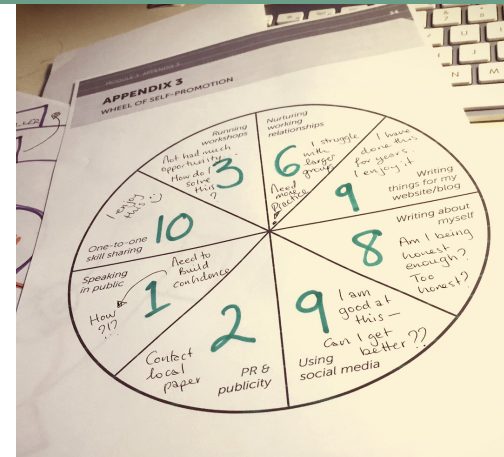
You can do this on your own, or pair up with a friend that you trust.

1. Make a copy of the Wheel, or use the full-sized version at **Appendix 2**.
2. Go round the wheel, scoring yourself for each segment instinctively on a scale of 1–10 where 10 = "I do this well" and 1 = "I do this less well".
3. What is your current score in each area?
4. Go round again, identifying areas you'd like to work on – probably the areas where you scored lowest.
 - Which areas would you most like to develop?
 - How might you do that?
 - What help or support might you need to move forwards?

I use this exercise regularly with my clients. Why? Because getting out there, building relationships and communicating with people about your work is the single most important thing you can do.

There is no point in having a wonderful product or fabulous service if it's not visible in the world. Even if you don't feel that anything is innately wrong with things as they are, these exercises are a useful touchstone.

Used now and again, they can help you be aware of adjustments that it would be healthy for you to make. Have a go. And if you can sit down with a trusted friend and look at the wheel together, you may be able to make suggestions and support each other in making useful progress.



“

There is no point in having a wonderful product or fabulous service if it's not visible in the world.

”

Are you going to an event, been covered in the news for an award or achievement? It's best to be prepared in advance so that you aren't distracted by having to create media responses.



2015 QUEEN'S YOUNG LEADER EMMA DICK'S TOP TIPS...

- Be prepared.
- Prepare press releases about your project as well as about yourself.
- Prepare answers to the questions journalists will ask you over and over. (On that note: Request written interviews if you can it's far more difficult for journalists to misrepresent you that way.)
- Prepare some high quality photos of yourself engaged in your work.
- Make sure your online profiles give as much information as possible: your LinkedIn, your profile on your project website and your About/Vision page will often be where people draw information from.
- Write up quotes in advance that you can tweak slightly and send out when the news is 'fresh'.

“

Write up quotes in advance that you can tweak slightly and send out when the news is 'fresh'.

”



Part 2

The Art of Saying No



I believe that leadership is:

“

Facilitating the visioning process, sharing the vision, working collaboratively to chart a path to the realization of the vision, and empowering others to be a part of the journey.

”

Alicia Wallace,
Bahamas

Part 2

DR NAZIA MINTZ-HABIB

THE ART OF SAYING NO

In a world of opportunity where 'yes' often means success, Dr Nazia Mintz-Habib, lecturer in Public Policy in at the University of Cambridge discusses the importance of being able to say 'no'.



It is said that Success* is often built on a reflexive habit of saying "yes" to opportunities that come our way. It is also said that hungry people are more successful people. The reason for it that they take on every chance to prove ourselves, even—or especially—if it seems daunting.

A lesson I learned many years ago as I was told that when I say yes to an opportunity that makes me feel nervous, I have just signed up to learn something new to upgrade my skills. I also realised that I tend to say "yes" out of a fear that turning down an opportunity even once sends a message that I am not interested, and I will stop getting additional chances in the future.

MANAGING SUCCESS

As success tends to attract bigger and better opportunities, it is important to manage 'success'. A key challenge becomes prioritising the many opportunities that present themselves. I often try to do this without saying "no" definitively—because it is important to keep options. Inevitably, though, this results in a lack of clarity and overcommitment, and I wind up disappointing people, exhausting ourselves, or simply failing. To prevent this I was forced to learn to say "no" gracefully but firmly.

To maintain the long-term relationship with others, it is important to make it clear that while you appreciate the opportunity, this is one that you cannot pursue at this point in time. And success in this effort is founded on the ability to manage the emotions that come up when I close a door or extinguish an option.

Emotions such as a twinge of regret, a trace of anxiety or a faint voice that whispers 'Are you sure to turn down this opportunity' often gives way to our reflexivity and we say 'yes' to feel a moment of peace of mind. According to Dr. Anne Brown, a psychotherapist with over twenty years of clinical experience, found in her research and experience that there is a modern epidemic of people-pleasing attitude and that is a combination of low self-esteem and lack of confidence in our own needs and opinions. This is rooted in constant insecurities, unrealistic expectations and unfocused decision making.

Young people particularly find themselves constantly giving way to other people as they may be unable to say no to additional external forces, such as peer pressure, 15 mins of fame, food, alcohol, drugs

“

People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things.

”

– Steve Jobs

or sex. Saying no has also been stigmatised, especially for women. If a woman says no she is often told she's being stropky and unlovable!

To be successful, you need to exercise control over yourself and learn to say 'No'. Individually, our responses to these little choices such as friends invitations, extra meetings etc. seem insignificant. It is why we don't often make a big deal of telling ourselves that we "can't" do something. The ability to overcome temptation and effectively say 'no' is critical not only to your physical health, but also for your daily productivity and mental health. To put it simply: would you rather be the victim of your words or the architect of them to control your life? Such control of life goes beyond individual life, as Bina Shehab used the art of saying 'NO' as part of the social slogan throughout Egypt in 2011.

THREE STEPS TO SAYING NO

There's no magic formula for saying "no" more effectively, but here are three steps that can help:

1. Slow down

Feelings of anxiety generated by the possibility of saying "no" can escalate into a full-blown threat response, an emotional state in which we have diminished capacity to process information and consider options.

Slowing down the pace of an interaction or a decision-making process can allow us to catch up and make the choice that's right for us, not merely the choice that alleviates our anxiety in the moment.

2. Recognise our emotional cues

We experience many emotions before we recognize them in conscious awareness, but feelings often have physiological markers that can help us identify and name the emotion sooner.

Once we're aware of an emotion, we can take action to influence how we respond. What do we feel—physically—when we consider saying "no"? Practicing to say "no" is like any other interpersonal skill—it feels clumsy and awkward at first, and we improve only with repeated effort.

3. Try to say, I 'don't' instead of 'I can't'

In a study published in the Journal of Consumer Research in 2012, researchers experimented with 120 students to understand the difference between saying "I can't" compared to "I don't."

The study found that the words we utter help to frame our senses of empowerment and control. Furthermore, the words that you use create a feedback loop in your brain that impacts your future behaviors. For example, every time we tell ourselves "I can't," we are creating a feedback loop that's a reminder of our limitations. This terminology indicates that you're forcing yourself to do something you don't want to do.

In comparison, when you tell yourself "I don't," you're creating a feedback loop that reminds you of your control and power over the situation.

Heidi Grant Halvorson is the director of the Motivation Science

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The ability to overcome temptation and effectively say 'no' is critical not only to your physical health, but also for your daily productivity and mental health.

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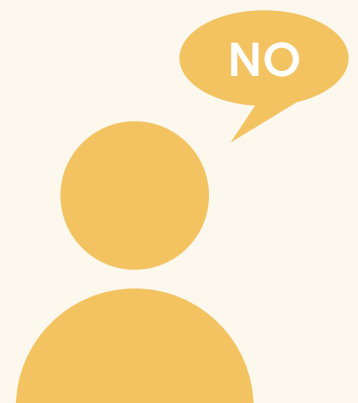


KEY INFO

1. Slow down

2. Recognise our emotional cues

3. Try to say, I 'don't' instead of 'I can't'



Center at Columbia University. Here's how she explains the difference between saying "I don't" compared to "I can't":

"I don't" is experienced as a choice, so it feels empowering. It's an affirmation of your determination and willpower. "I can't" isn't a choice. It's a restriction, it's being imposed upon you.'

So thinking 'I can't' undermines your sense of power and personal agency. In other words, the phrase 'I don't' is a psychologically empowering way to say no, while the phrase "I can't" is a psychologically draining way to say no.

In conclusion, ask yourself:

"How will saying yes affect my obligations to others?"

It is okay to miss opportunities, because there is no end to them, if you continue to do a good job. New York Bar Association found that saying 'yes' too often for new cases are a key source of poor performance among lawyers.

MAKE BETTER DECISIONS

The heightened attention you may experience as part of this programme may make you feel pressured to say yes to opportunities, to interviews to speaking opportunities. This is flattering and in some cases it can go towards supporting the growth of your organisations however if you aren't choosing critically they can be a drain on your time and energy with very little payoff.

Before you make a decision ask yourself these questions. Does this opportunity:

- Fit with my values?
- Add to my goals?
- Take away time or energy from what is important to me?
- Allow me to open doors to further opportunities that I couldn't open with it?
- Help me grow personally or professionally?
- Require immediate buy-in or can I postpone it?
- FEEL like the right thing to do?

I asked the alumni how they make decisions, they say...

"Instinct...even if you're scared, you still get that 'nudge' from the inside. So I do ask "What is my gut telling me to do?" And take it from there. There is a lesson in every decision, good or bad."

– Nondumiso N Hlophe

"My value system. If it doesn't check the boxes, it's not an opportunity I will pursue".

– Given Edward

“

"I don't" is experienced as a choice, so it feels empowering. It's an affirmation of your determination and willpower. "I can't" isn't a choice. It's a restriction, it's being imposed upon you.

”

– Heidi Grant Halvorson

"Ask yourself: "would I regret it if I said no?"

If the answer is yes – go for it!"

– Nicole Brown

"I ask myself if I have time for it. Especially now. I make a list of what current projects are and how much time on average they take per week. Would this new opportunity take up time that I have or is my plate full. I sometimes consult with family and group members to think rationally and make a decision."

– Elisha Bano

"Values and time. If it's a grey area opportunity, I have to deeply consider if I want to take it up. In my case, given the levels of persecution coming out of colonisation toward LGBTQIA+ people, I ended up concluding that it was better to be part of the system to change it from within, rather than banging on the outside screaming."

– Jacob Thomas

"I use my lady gut a lot in making decisions. I also take into consideration time, do I have time for it? What greater value will it add to my well being?"

– Regina Mtonga-Mantina

"I ask myself if the opportunity will help me and help others (by my sharing it with them). If it passes the test of helping others learn or increasing their capacity or skills as well, more than likely I will accept that opportunity if it is in line with my values. I will make the time for any opportunity that adds value to myself and others although I am so incredibly busy with school and being actively involved with over 5 charities. Opportunities in Belize are not easy to come by, especially for disadvantaged youth."

– Ricky Cunil

"I've been saying yes to far too many things, and I'm realising now that it was because I was doubtful about my capabilities and self-worth. I've taken to reminding myself that I am enough as I am, and that my time is a precious treasure that is not to be squandered on anything or anyone that isn't equally valuable."

– Nushelle de Silva

"I have become conscious of what will be the effect of the decision I take, will it help me and my organization grow. Values and instincts drive my decision too. I have also learnt now to say No when I am not able to do things. The Award image has made me become very conscious of what and how I conduct myself in public."

– Neha Swain

"For me I look at the value of the opportunity and is it beneficial for my career path so I don't end up doing something not worth my time."

– Vick John

"I found myself in the same pitfall saying yes to everything because it sounds good and had the 'what if this could be my breaking point' thoughts ...So I never said no... now I am learning to make some good decisions..."

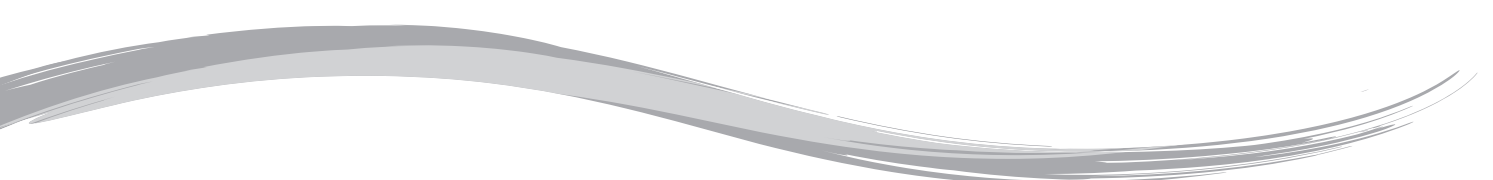
– Neha Swain

"I used to say yes to everything and it eventually made me emotionally exhausted. Right now I stick to focussing on my priorities so I don't always say yes when invited to give talks or do projects that I feel would not be relevant to me personally or my organisation."

– Khairunnisa
Ash'ari



Appendices



APPENDIX 1

COMPLETE A PERSONAL ACTION PLAN WORKSHEET

ACTION TO BE TAKEN	HOW WILL I DO THIS? WHO WILL HELP ME?	BY WHEN?

APPENDIX 2

WHEEL OF SELF-PROMOTION



WHO'S WHO

AUTHOR

For the duration of the Queen's Young Leaders Programme (QYLP), **Frances Brown** was Director of Education and Mentoring based at The Institute of Continuing Education where she created the Leading Change course and developed the Leading Change Website and QYL Mentoring Programme.

With a background in education, design and startups Frances loves driving forward new ideas and supporting others through voluntary mentoring and trusteeship. Highlights of external projects she led over the four years at The University of Cambridge include developing a training course for CHOGM, The Commonwealth Heads of Government Meeting in London 2018 with the Commonwealth Secretariat and British Cabinet Office and launching IT'S GOING TO BE GOOD with a team of Queen's Young Leaders.

At the end of the programme she moved to a new role with The Queen's Commonwealth Trust and was very excited to be able to continue supporting The Queen's Young Leaders and others like them!

Say hello @fbrownwork or check out www.fbrownwork.com



Frances Brown

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Lauren spends her time as Head of Design at Good Lab and founder of #upfront. She makes, thinks, writes and speaks about confidence, design, social and change. She co-founded Snook, one of the UK's leading service design and social innovation agencies which uses design to make services better. Management Today recently named Lauren as one of the UK's top 35 business women under 35. She designed and led Hyper Island's new MA in Experience Design and was recently featured in ELLE UK as 30 women under 30 changing the world.

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Lauren Currie

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She is also a Senior Research Fellow in the Centre of Development Studies, a fellow of the Isaac Newton Trust and the Cambridge Malaysian Commonwealth Studies Center (MCSC). Her research interests focus on identifying pathways to improve sustainable development in developing countries by scaling up global value chains of primary commodities and catching up on institutional innovations.

She is currently authoring a book on biofuels and food security. Along with her academic appointments, Nazia is also involved with the International Food Policy Research Institute (IFPRI) to implement an institutional feasibility study framework (IFS) that she developed and leads several knowledge products and dialogues at the United Nations (UN).



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