



Moving Forward

MOVING FORWARD



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



HELLO!

This is your time to reflect on what you've learned and create a roadmap for what comes next.

Moving Forward is dedicated to intense reflection on your leadership and your goals for continuing to be awesome. How do you pin down your dreams and take measurable steps to make them a reality?

IN THIS MODULE YOU WILL FOCUS ON:

- Revisiting your definitions of leadership
- Reflecting on the course highlights and how you've changed
- Sharing how others inspire you, aka the 'Rosy Glow'!
- Your next steps:
 - Your one and five year goals
 - Milestones for your goals: six months, a month, and even next week
 - Staying on track: goal tracking, accountability, and overcoming fear/procrastination

USING THESE GUIDELINES FOR LAYING OUT YOUR GOALS, YOU WILL:

- Create a roadmap with weekly, monthly, and yearly milestones
- Record a statement of intent video



OUTCOMES

At the end of the module, you will have:

- **A deep understanding of how you personally approach leadership, and why it works for you**
- **A detailed set of goals for the next year to guide you to further awesomeness!**



RELATED LEADING CHANGE CONTENT

All About Me >>>

Introduction to Leadership >>>

DIY Library: Changemaker Checklists >>>

TESTIMONIAL

ALICIA WALLACE, THE BAHAMAS (2015)

“

This module helped me to connect my vision to my long- and short-term goals. Mind mapping was a challenge well-worth the effort because it was a comfortable space to be honest about my reality. It brought challenges and often-ignored dynamics and needs to the surface, pushing me to think about the strategies I needed to develop to get over predictable hurdles.



My map pinpointed areas that needed the most attention. When it was time to list my goals and schedule actions, my mind map was like gold.

”

WHY IS THIS MODULE SO IMPORTANT?

1. FOR YOU

Reflection is important and being able to pinpoint growth over a fixed period means you can really understand what you are capable of or identify things that got in the way of your growth. The planning aspect of this assignment is a chance for you to focus on your future, to give yourself time to step back from the daily demands and create a SMART plan that you can stick to or reference progress against over the next few years.

2. FOR YOUR SUPPORTERS AND COMMUNITY

Rosy Glows are a chance to be kind to each other...

Who needs a reason for that!

3. FOR THE WIDER LEADING CHANGE FAMILY

Now that you have completed the course, we would love you to share it. So that others can join the family and learn too. The statement of intent videos can be shared on your social media to encourage others to join in and also giving you a record of your goals to help keep you accountable.

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Welcome

WELCOME!

This module provides tools and knowledge to help you complete the course and move forward to your next challenge.

We have spoken to a number of experts in leadership, management and business to share their top tools to help you analyse your own leadership, lead others and plan for your future. You will look back on your experience with the course and ask:

What went right? What went wrong?

Who did you meet? What did they contribute?

How have your ideas and values changed?

Most importantly, what happens after this?

This module is your route to finishing the course on a high note by reflecting on what has changed.

It is made up of five parts. Some tasks are simple, and others take some thinking, so give yourself plenty of time to work through them.

Create a document that suits your style and showcases your skills, or complete the assignment sheet in the handy spaces provided.

ACTIVITIES CHECKLIST

PART 1: MY LEADERSHIP

TASK A: My Definition of Leadership p16 ☐

TASK B: Self-reflection Tool (Again!) p17 ☐

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TASK C: Self-Reflection p20 ☐

TASK D: Rosy Glow p22 ☐

PART 3: NEXT STEPS

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PART 5: THE FINAL SURVEY

The Final Survey p40 ☐

ICONS



Activity



Reflection



Video



Key info



Example



Summary

1

Part 1

My Leadership



I believe that leadership is:

“

Leadership means
to accomplish
responsibilities.

”

Marko Hingi,
Tanzania

Part 1

MY LEADERSHIP

In this first part you will look at your leadership in the following contexts:

LEADING
MYSELF

LEADING
OTHERS

LEADING
FOR THE
FUTURE



LEADING MYSELF WITH TODD EDEN

Before you can lead others you need to know yourself and how you work.

Todd Eden is back to share his 3-Dimensional Leadership template to help you with your personal leadership planning.



Todd Eden

The following is a transcript of Todd's intro original.

So I want to give you a little framework that may help you to reflect on the year that you've had through some different lenses of time and space.

They might help you to organize some thoughts in your mind. They might trigger some new thoughts or some new insights or perhaps just shine a spotlight on perhaps, some areas that you've missed. So I hope what it's gonna do is gonna give you some help and support as you put together your thinking for your Final Assignment during which time you've been reflecting on your year, the stuff that's gone really well for you, the stuff that you've found challenging. And you'll also then begin to move on to thinking about your goal and visions for the next year and next five years!

The framework I'm gonna talk you through is actually developed by two of my business partners, two really wonderful lovely people called Nigel and Jefferson. It's called the Three Dimensions of Leadership.

It's here on page 13 and so it's useful if you have this with you as I talk through this.

If you're gonna lead a group of people anywhere, what's the first thing you need to know? That's right, we need to know the destination. We need to know where we're headed. In business speak, that's the vision. So that's the stuff that you'll be working through when you're thinking about your one and five year goals. So we can something in on the time axis, which is an idea of the future.

What's the next thing you need to know? Now at this point most people sit and say, they need to know the strategy or how to get there but actually what we're missing then is precisely where we're starting from. So we need to know the now, how things are, get grounded with reality. Clearly when you've got those two, when you've got a destination and you know exactly where you are now, then you can work on the strategy and we would call that the path.

So on the axis now we've got three spaces on the time dimension, now, the path, and the future. Straightforward huh?

If you're gonna lead anybody anywhere, who's the first person that you need to lead? Self. So in the space that is the first dimension required on the space axis is self, self-leadership.

Then clearly we have to lead the people close to us and our teams, and then the world. Now you might be thinking, my goodness, how am I gonna lead the world? What I mean here is the world that you affect. So you'll draw a circle of your world right for you and you circle. If you are a large multi-national organization like Coca-cola, you might think, well actually we do have an impact on the world.

Your ambitions may be slightly smaller. You might be thinking of a nation or a community or a specific group of individuals, maybe a family set. So you draw your circle as large as feels right for you.

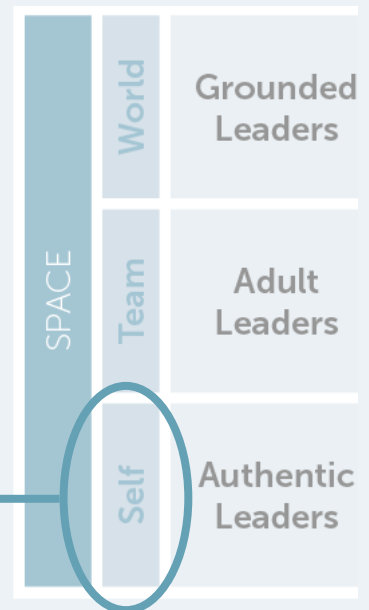
So then we have some dimensions and you can see on the chart now that gives us a three-by-three grid which gives us nine modes of leadership.

The third dimension which I'll touch on really briefly here, this is the dimension of being. So in each one of those nine spaces, a leader brings their presence to each of those spaces. And when we talk about being, we talk about the act of leadership and so in essence, it's about the depth of your awareness in each of these positions, the depth at which you connect with those feelings and with those emotions and with that awareness, and then the transformation into doing stuff within this mode of leadership.

So, you can think about how effective you are being in each of the nine different sections. So let me now just briefly talk through each of those nine different modes of leadership and just so you can get some sort of sense or grasp about what they are.

I'm gonna start looking down the vertical axis which is the now. So at the bottom you've got the self in the now, people that bring themselves to this moment, being genuine and real and here, we would call authentic leaders, those leaders who foster, kind of a non-hierarchical sense, an empowering attitude towards others, those that foster well adults or adult relationships. We would call those adult leaders. And then shift it up. So top on that column.

Now in the world, these are grounded leaders. These are leaders who are got a real great sense of reality.



TIME		
Now	The Way	The Future
Grounded Leaders	Challenging Leaders	Visionary Leaders
Adult Leaders	Coaching Leaders	Inspiring Leaders
Authentic Leaders	Journeying Leaders	Inspired Leaders



So what's happening right now in my community? So these people they've got, they're reality testers. They're called grounded leaders.

So now we shift all the way across now to the right hand side of the grid and into the future. So, those individuals that get a sense that they can be more than they are today, that have a sense of unrealized, untapped potential. So some sense that there is a version of themselves which is better than the version of themselves today. We would call those inspired leaders. Those individuals that can do the same thing for the team around them, help them get a sense of their potential, then they are inspiring leaders.

And then there's leaders that have a sense of the possibilities for the world that they affect. So bring it to life, see something that doesn't yet exist. Well these are visioning leaders. And just a point on this, the slight difference between a visionary and a visionary leader is that the visionary leader is able to communicate that vision so that their listeners can hear and understand. So that's all about the future.

And then joining the two things up is the path or the way. So journeying leaders are those that are taking action on their own self-development. They are self-actualizing in real time, working on themselves to become this better version of themselves.

In the middle section now you've got helping and supporting your team through their own challenges as they go on their own journey. So these are coaching leaders.

And finally, when you're trying to affect your vision in the world, there will inevitably be challenges and hurdles that need overcoming. So the challenging leaders are those that notice the hurdles and persevere and push on through them. So we've termed those the challenge leaders.

So, just in five minutes we've just taken a look at nine different modes of leadership and set them in a framework of space and time. So now I'd like to take this from being a theoretical model on a piece of paper and into something that's real for you.

So without giving this too much thought, just take a pen, take your grid, and place a tick next to the three modes of leadership that you feel most comfortable with. When you've done that, place an x next to those three leadership styles that you feel least comfortable with and perhaps those other ones you'd like to place more emphasis on developing. Because leaders don't just work in one of these styles and become an awesome visionary leader.

A three dimensional leader works across this grid and has got an ability to use each of these styles at the right moments. So you've now reflected or at the moment you're reflecting on your relative strengths and weaknesses within that grid.

And please if you can't make that session then make sure that Frances gets your questions in advance. Thank you.

“

The slight difference between a visionary and a visionary leader is that the visionary leader is able to communicate that vision so that their listeners can hear and understand.

”

DIMENSIONS OF EXTRAORDINARY LEADERSHIP

Extraordinary Leadership, an organisation that empowers individuals to lead through understanding and being their unique selves, has developed a 3-dimensional framework of leadership into which the essentials of many other models can be placed.

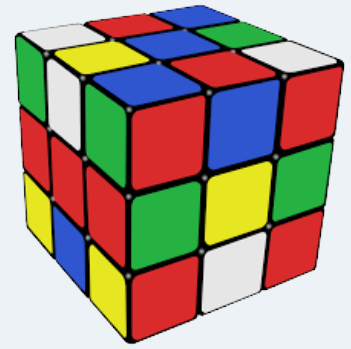
Leaders work in the present towards a future vision via a path; i.e. they work through time. And they work via themselves and a team on the world they affect. They work via space.

So the first two dimensions of the 3-Dimensional Leadership Model show nine modes of leadership.

In each mode, 3D-Leaders are **Aware**, they **Connect** and they **Transform** (or "ACT" for short), providing the third dimension which we call Being in Action. Awareness can be considered as breadth, Connection as depth while Transformation provides the outcome.

By applying ACT to dimensions of time and space we have 27 sub-modes (3 to the power of 3).

Leaders may be relatively strong or weak in each of the 9 Modes of Leadership. These Modes are not alternatives: the 3-Dimensional Leader is fluent in all of them. Leadership Intelligence – like Emotional Intelligence – may be developed. The first step is to become aware of leadership strengths and weaknesses across the 9 Modes, providing a basis for appropriate development.



		TIME						
		Now	The Way	The Future				
SPACE	World	Grounded Leaders	Challenging Leaders	Visionary Leaders	Awareness	Connection	Transformation	BEING
	Team	Adult Leaders	Coaching Leaders	Inspiring Leaders				
	Self	Authentic Leaders	Journeying Leaders	Inspired Leaders				

“

Leadership Intelligence – like Emotional Intelligence – may be developed. The first step is to become aware of leadership strengths and weaknesses across the 9 Modes, providing a basis for appropriate development.

”

LEADING OTHERS WITH PAUL COYLE

Professor Paul Coyle has shared his framework and tips for Leading Others with us.

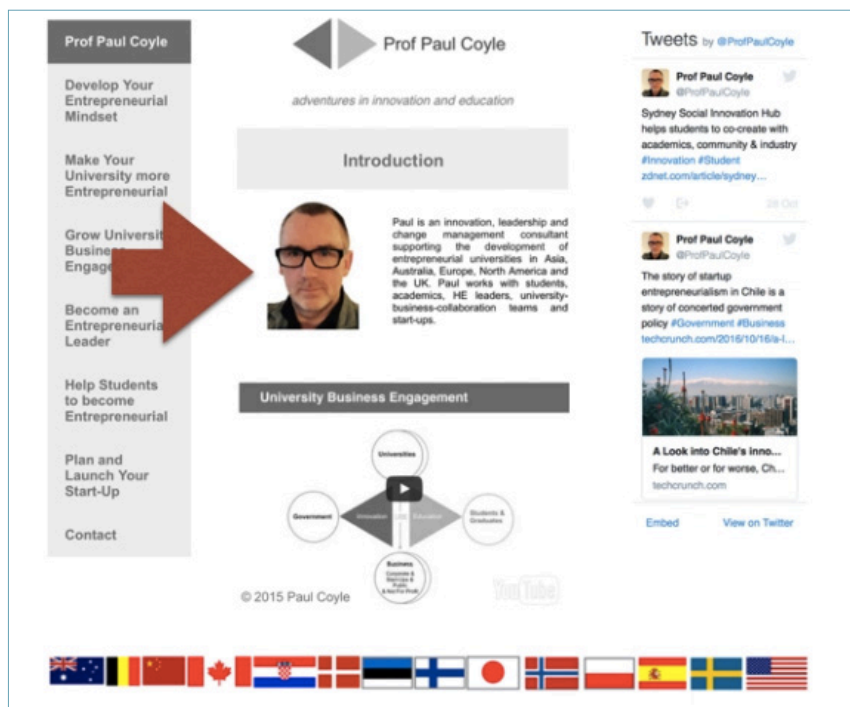


VIDEO
AVAILABLE

Watch his intro video [here](#) or read the transcript below.

The following is a transcript of Paul's intro video.

Hello, my name is Paul Coyle. This is a screenshot of my website, www.profpaulcoyle.com.



That's me here. My consultancy supports higher education institutions that have made a strategic decision to transform themselves into an entrepreneurial university. I tweet regularly under the name Prof Paul Coyle and I'm privileged to be working with universities from all over the world.

One of my areas of expertise is helping individuals to develop an entrepreneurial mindset. Having had over 30 years of experience as a leader myself, I help people to reflect on and develop their own leadership abilities. At the start of 2016, I spent six weeks on a study tour in Australia and I gave a talk at the University of Adelaide on the model I have developed which consists of six characteristics of the entrepreneurial mindset which are shown at the top of the screen.

One of the characteristics I spoke about is leading the way. I presented my model of leadership and I also want to share that with you. In simple terms, I think of leadership as motivating and inspiring other people. However people's expectations of you as a leader is that

“

One of my areas of expertise is helping individuals to develop an entrepreneurial mindset.

”

you're also going to get things done. So I believe that as a leader, you have to lead and you have to manage.

I strongly believe that you have to learn how to flex between leadership and management. Sometimes motivating people, sometimes focusing on really getting things done.

So when do you know when to lead and when to manage? Where do you feel that your strengths lie in motivating people? Maybe that's what you enjoy.

I don't think the choice of leading or managing is down to your personality or your personal preferences. I believe that your choice should be dependent on the context of the person or the people or the situation. You need to modify your approach to this external context and using the analogy of the thermostat, you switch on your cold and your hot approaches depending upon the temperature in the room.

So what is the purpose of your leadership and management? Hopefully one of the things you want to achieve is to help the members of your team perform to the best of their abilities. But you might also have to deal with under performance. In fact, even the most experienced leaders struggle with how best to deal with this situation.

My model argues that as a leader, you need to be able to adapt your approach to all four of these situations. If somebody is performing well but they're encountering obstacles which they don't have the power to resolve, then you need to manage that situation and find ways to enable them.

If somebody is performing very well, you can demonstrate leadership by getting out of their way but being on hand to coach and advise them.

If somebody is under performing, you can exercise leadership by inspiring them so that they are motivated to make their contribution.

Finally, if somebody is under performing, then you may well need to manage them. That means giving clear instructions about your expectations of what they need to do, how they need to improve and what the consequences will be for continued poor performance.

Now of course this is a simple model and leading is a complex business. When you're interacting with somebody in your team, you may need to use all these approaches. Advising, enabling, inspiring and instructing. Maybe even flexing between these four different approaches in the same conversation.

What you must not do is avoid giving instructions. Managing is just as important as leading and it should not be neglected.

Every leader needs to learn how to flex between leading and managing. I hope you find the model of leadership and management interesting, I'm really looking forward to discussing this model with you and I will do my best to try and answer any questions you have.

“

Hopefully one of the things you want to achieve is to help the members of your team perform to the best of their abilities.

”



ENABLE

ADVISE

INSTRUCT

INSPIRE

LEADING FOR THE FUTURE

Think back to the Starting Out module. What was the definition of leadership that you used? Fill in the form on the next page answering the questions. Continue on separate sheets if necessary.

TASK A: MY DEFINITION OF LEADERSHIP



My definition of leadership was:

I stand by my definition of leadership (tick if agree)

☐

Because...

OR I have changed my definition of leadership (tick if agree)

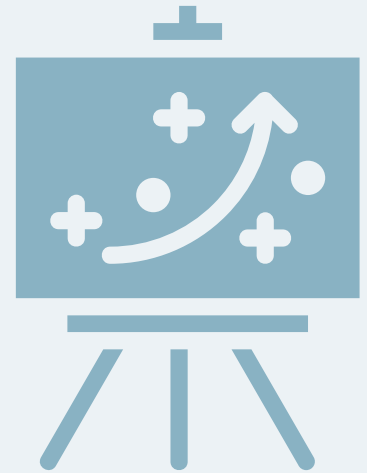
☐

To...

Because...

Reflecting on my own leadership I would describe my own performance in relation to my definition as...

I need to improve...



If you get stuck, look at the points discussed in **Jaason Geerts' Introduction to Leadership module**.



TASK B: SELF-REFLECTION TOOL (AGAIN!)

You might have seen this tool from The Service Innovation Handbook by Lucy Kimbell, earlier in this course. I want you to repeat the process and then make notes on what has changed. As a reminder: the tool gets you to identify the attitudes, values and abilities that shape and define you.

What's important is thinking about the issues and asking yourself where you stand in relation to each one. There are no right or wrong answers here – but you may identify areas where you would like to make changes.





Part 2

My Experience of Leading Change



I believe that leadership is:

“

Leadership means holding yourself accountable to the needs of society, to bring about justice to the voiceless and to empower them to stand their ground and speak their voice in the world.

”

Luisa Tuila,
Fiji

Part 2

MY EXPERIENCE OF LEADING CHANGE

It is time to reflect on this programme, identify areas that could be improved, areas that you are really proud of, connections that you can nurture, new goals that have arisen and ways that you have changed.



TASK C: SELF REFLECTION



On the next page you'll find a table to fill in that will help you reflect.

The reflection questions are included in the final survey so you can answer them directly or upload a document with your answers when you complete it.



I really surprised myself when I...





SELF REFLECTION TABLE

1	Things that have changed for me personally since I started #studyleadingchange...
2	Things that have changed for me in my work since I started #studyleadingchange...
3	I have shared what I have learnt with my community by...
4	The biggest change to my ideas and values relating to work is...
5	I really surprised myself when I...
6	Through my pathway challenges I achieved...
7	I felt bad/stressed when this happened... I will try to avoid this next year by...
8	One challenge for next year that really scares me is...
9	One goal I want to reach by the end of next year is...
10	One goal I want to reach within the next five years is...

Now we want you to stop thinking about yourself and start thinking about others.





TASK D: ROSY GLOW

Sometimes we can't see the things that make us special to others, the traits we have that others admire or the ways we are showing leadership.

The Rosy Glow is a cool way to tell others what you think is great about them, without that sometimes-embarrassing face-to-face compliment moment. This is a great tool to use with a group of colleagues, staff or others that you work alongside. This can be done digitally, with post-its or in a group with A4 paper. As all comments are anonymous – we hope that it will inspire and give confidence.

Tell them that:

- They inspired you
- They helped you
- You admire a certain skill or trait
- You just think they are awesome!

HOW IT WORKS

In-person Rosy Glow

This works well as a bonding activity for staff, youth groups and even families as a way to show your appreciation.

- Gather in a circle, each write your own name at the top of the sheet. Put all sheets into the middle of the circle, mix them up then each withdraw a page.
- From the bottom of the page write something nice about the person whose name is at the top of the paper. Keep your writing small then roll the paper up to hide your comment then pass it to your left, do this until they have passed around the circle.
- If your own sheet reaches you, write something you appreciate about yourself, fold it over and pass it on - don't peek at previous comments!
- When the papers have passed round the whole circle, give the paper back to the person written at the top. Read your own and enjoy the nice warm feeling from seeing all these great things about yourself.

Digital Rosy Glow

Works well for remote working groups or to thank volunteers or mentors.

- Create a simple online form using a tool like Survey Monkey or Typeform. Each entry should be a single name with a long text response field. These should not be mandatory fields as not everyone will be able to give a glow for everyone.
- Send the link out to who you want to give the glows with a deadline. If they are glows for a team, send to all members listed. If you are thanking a group such as volunteers or mentors, send to the people who benefitted from their help.
- When the deadline is reached, download the data, sort the entries into a document per person and email or post out to them.

One-Off Glows

These are great for celebrating the things that often go under the radar or to lift someones spirits.

To be anonymous send a postcard or leave a note on a desk or if you're happy for them to know who it's from, an email or text is great...

A simple gesture can really help people feel seen and appreciated.



EXAMPLES

Some examples are show below and opposite:

***** is undoubtedly my first pick as the young leader who has inspired me the MOST. His story, his conviction, his determination, his leadership ability and his humanitarian efforts and many other things... all combine makes him a force not to be messed with.*

*I have been inspired by so many, but particularly ***** refusal to be defined by his circumstances, not only that, but his passion to help so many others, and inspire them to live life to the fullest.*

So... go make someone's day!

He's a totally relaxed and smart young man.

She's diligent, intelligent, and passionate about her work and lives by her values and she's an overall amazing person.



Part 3

Next Steps



I believe that leadership is:

“

Having the ability to inspire people around you, drive your company forward, create a great innovative atmosphere as well as driving your team forward is leadership to me.

”

Ollie Forsyth,
UK

Part 3

NEXT STEPS

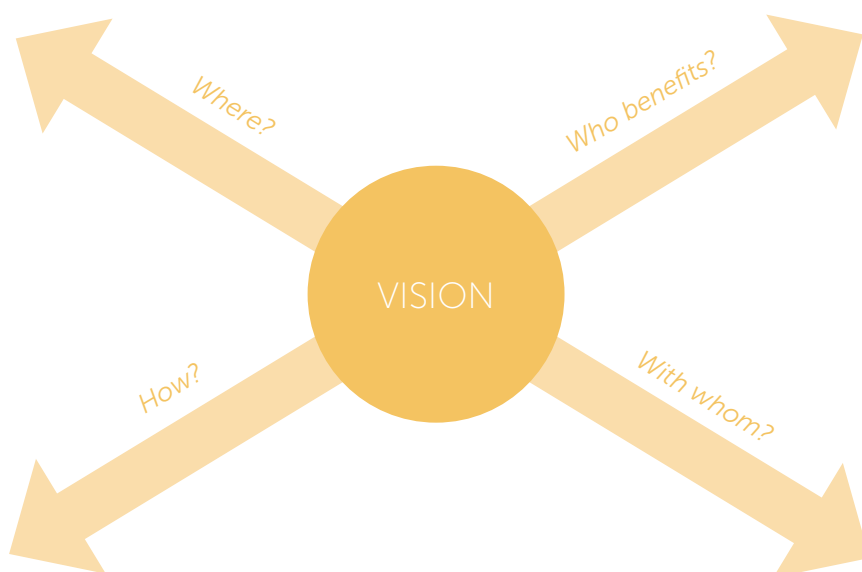
We hope the third part of this module will set you up for the next part of your adventure.

We want you to think about your goals for the future, create a plan to achieve them, and create a space to track your goals that include these initial steps plus frequent updates. We've broken this down into a few stages. These goals may be personal goals that enable you to become a better leader, a goal for the development of your organisation or even to start a new project! Your one-year goal might be part of your larger goal or it may be something separate, up to you.

THE BIG PLAN

We really like the vision video (transcript available in **Appendix 1**) that IKEA has made, highlighting how its overall vision reaches into its operations. Think about your goals and the ways that it will impact or be impacted by other areas of your work and life. You should already have lots of this information at your fingertips from previous modules, e.g. your mission and your values. Has anything changed since then, or are these still relevant?

A good idea to get started with this is to create a mind map or a post-it map on the wall.



VIDEO
AVAILABLE

Watch the IKEA Vision video, highlighting how their overall vision reaches into their operations.



'T'
SAYS

As we go through the stages keep your eye on Tracey ('T') Bovingdon's top tips.

Things that you might cover in you map include:

Personal goals	Organisational goals
<ul style="list-style-type: none"> • Family and relationships • Contribution to community • Self-education • Spirituality – whatever that means to you • Business or career • Financial health • Health and fitness • Recreation, play and free time 	<ul style="list-style-type: none"> • Your employees/volunteers • Your customers/stakeholders • Your suppliers • Your bank manager! • What you want the business to run like • What you sell • Who you sell it to and why they want it • Where your business will operate • How people will buy from you • Financial steps that ensure the business is running effectively • Incentives • Culture you will create and condition of morale you want to see • Alignment of your values that you say are important and the actions that happen in the business



GOAL TRACKING AND ACCOUNTABILITY

Having a blog or Google document as a goal tracking space can be really helpful, especially if you invite others to see it. This way they can comment on any challenges you have and can keep you accountable.

Read the Under30CEO article on accountability in **Appendix 2**.

Are you the type of person who is accountable to yourself or do you feel encouraged by having someone to keep up to date with your plans? If so, try to find someone you trust to be accountable to or to keep you going.

Goals Mind Map

'T'
SAYS

Mind mapping is a really useful tool for giving you a very specific and detailed list of actions you will need to consider and take to achieve your key goal. It can outline the various tasks, who you need to contact, if you need to find funding and a number of considerations.

Mind mapping can produce a very visually stimulating breakdown of your intended goal and also provide a detailed action list to complete. Once you have an action list you can add a specific date/time next to each task (highlighting the critical ones) and this then becomes your daily to do list. Review daily, weekly and monthly and adjust accordingly.

“

A body of men holding themselves accountable to nobody ought not to be trusted by anybody.

”

Thomas Paine

CHOOSING YOUR GOALS

Once you have mapped out your vision map it's time to narrow down your goal choices.

I want you to think about your goals through the acronym **ESPER** (see personalexcellence.co for more details).



1. **ESTABLISH:** Set the vision and goal in place
2. **STRATEGY:** Devise strategies to succeed in the goal
3. **PLANNING:** Identify plan elements based on the strategies
4. **EXECUTION:** Bring the plan and goal to life
5. **REVIEW:** Assess the outcome and next steps

Start with a clear aim then think *ESPER*.

Establish your aim, then think what strategies will be required to achieve it and what steps will you need to plan.

For example, factors that you might want to include are:

- resources
- tools
- knowledge
- experience
- qualifications
- reputation
- contacts
- style
- skills
- commitments
- change of direction
- attitude
- support
- time
- energy and enthusiasm
- determination
- money and other assets
- mistakes and disasters

Think about the above, perhaps support or money – if you already have them, are they being channelled towards this particular goal? Is there a way you can redirect the resources that you have?

On the other hand, if there are things that you need but don't have, what are the steps you will need to take to attain them? Include these stages in your overall strategy and planning.

Watch Bel Pesce's TED talk "Five Ways to Kill Your Dreams," by clicking on the link opposite. A transcript is available in **Appendix 3**.

Think about things that might get in the way of your goals (dreams) and plan ways to mitigate this.

For more tips on avoiding pitfalls, take a look at T's additional content at the end of this document.

Assess your plans and check that they are SMART; if you need a refresher about SMART goals, check it out in **Appendix 4**.

Take time to think about how you will keep yourself motivated and accountable during the execution of your goals, and decide at the beginning of this journey what your criteria for success are: what needs to happen for you to review your progress, feel that you have achieved your goal and be ready to start a new challenge?

“

If you are bored with life, if you don't get up every morning with a burning desire to do things – you don't have enough goals.

”

Lou Holtz

A Goal vs. a Dream

We have already looked at creating SMART goals. To make sure a goal sits both within the conscious and subconscious mind it needs to meet the two most important and key elements of SMART. These critical components are **how much** (a measurable quantity) and **when** (a specific time and date).

If there is no measurement or accountability a goal becomes just a good idea or a dream.

See “T”'s on Dreams Vs Goals Video

T
SAYS



VIDEO
AVAILABLE

Watch Bel Pesce's TED Talk, "Five Ways to Kill Your Dreams".

TASK E: PRESENTING YOUR GOALS



Over the next few pages there are a series of tables to help you plan, present and achieve your goals. By filling them in, or using them as a starting point, you will be able to start tackling your goals.

For some sections you will need to duplicate the tables e.g the week plan. You may wish to use the word document in the Dropbox to get going.

TABLE 1: 5-YEAR GOALS

Start by discussing your long-term goals for the next five years.

TABLE 2: 1-YEAR GOALS

What are your goals in the shorter term? Use this table to discuss what you will aim to achieve over the next 12 months.

TABLE 3: MONTHLY GOALS

Use this table to break down your goals for the year into monthly goals.

TABLE 4: WEEKLY GOALS

A weekly planner can really help keep your monthly goals on track. Use our helpful template to give your week some structure.

5-Year Goal Breakdown

In order to achieve your 5-year goal, you will undoubtedly find it helpful to break your goal down into annual, bi-annual, quarterly, monthly, weekly and daily tasks!

I don't expect you to create a weekly plan for the next five years but some top level goals with major details would work well.

It's up to you how you break it down but perhaps something like the following example (starting in January 2019):

- 1a. 2019: Jan – June – Weekly
- 1b. 2019: July – December – Monthly
2. 2020: Monthly
3. 2021: Quarterly
4. 2022: Bi-annually
5. 2023: Annualy

Your weekly and monthly goals, alongside any lists or maps, are what you should share within the 'show your thought process sections' in the following tables.

Watch *T's Dreams Vs Goals* and read her top tips to help you avoid common mistakes made by previous alumni or read the transcript in the **Appendix 6**.

'T'
SAYS

The Big One

Think of your biggest goal – something that, if you achieved it, would take you far beyond what you could imagine for yourself.

For example if you were a coach or speaker maybe writing a best-selling book could catapult your career into a whole new realm and take you farther than you could imagine.

With this in mind, what is a goal that could really take you to a whole new level? Write this particular goal down and keep reading it (at least 3 or 4 times daily) to programme it into your mind.

It is a good idea to write your key goals and 'The Big One' on a card and keep it with you to read throughout the day. This will prime your mind to look for possibilities and opportunities aligned with your goal.

Constantly read and review your goals throughout the day as this maintains your focus and keeps your goals fresh in your mind.



TABLE 1: 5-YEAR GOAL

Complete the following sentences:

The goal I would like to reach in five years' time is...
The greater vision for this goal is...
The greatest challenge that I foresee in reaching this goal is...
What will help me to reach this goal is...
To reach this goal I will have to overcome...

Show your thought process



Show your thought process

How did you reach these goals? Share a picture, lists or planning tools.



TABLE 2: 1-YEAR GOAL

Complete the following sentences:

The goal I would like to reach in the next year is...
The greater vision for this goal is...
The greatest challenge that I foresee in reaching this goal is...
What will help me to reach this goal is...
To reach this goal I will have to overcome...

Show your thought process



Show your thought process

How did you reach these goals? Share a picture, lists or planning tools.



TABLE 3: MONTHLY GOAL BREAKDOWN

JANUARY	FEBRUARY
MARCH	APRIL
MAY	JUNE
JULY	AUGUST
SEPTEMBER	OCTOBER
NOVEMBER	DECEMBER



EXAMPLE

Big Goal: Launch Leading Change Work Foundation

SUB-GOALS:

- APRIL**
Map stakeholders and recruit key partners
- MAY**
Confirm vision and focus of work
- JUNE**
Complete ideas napkin and business model canvas
- JULY**
Consult with end users, hold focus groups and test approach
- AUGUST**
Source finance/funding, create sustainability plan
- SEPTEMBER**
Write business plan
- OCTOBER**
Use business plan to confirm funding
- NOVEMBER**
Start promotion and prep
- DECEMBER**
Hire staff and launch!



TABLE 4: WEEKLY GOAL BREAKDOWN

MONDAY	
TUESDAY	
WEDNESDAY	
THURSDAY	
FRIDAY	
SATURDAY	SUNDAY



EXAMPLE

QYL's Awesome Get Stuff Done Plan

E.G. FOR THE WEEK OF
1ST TO 7TH JANUARY:

2018 BIG GOAL

Launch charity xxx

JANUARY SUB-GOAL

Complete Business Plan

THIS WEEK'S MINI GOAL

Complete Competitor
Analysis

THIS WEEK'S PLAN:**Complete Competitor Analysis****Monday:**

Research online competitors

☐
Tuesday:

Research local competitors

☐
Wednesday:

Assess energy impact

☐
Thursday:

Research market share and statistics

☐
Friday:

Write competitor bios and complete SWOT analysis

☐
Saturday:

Relax! I'm finished!

☐
Sunday:

Mum's birthday, finish report for work, Skype Frances (yay!)

☐

4

Part 4

The Statement of Intent



I believe that leadership is:

“

Leadership means having a vision that others may follow and feel it's part and parcel of them.

”

Vick John Vigero
Tanzania

Part 4

THE STATEMENT OF INTENT

For the last part of the assignment, we want you to create a short video.



TASK F: STATEMENT OF INTENT VIDEO

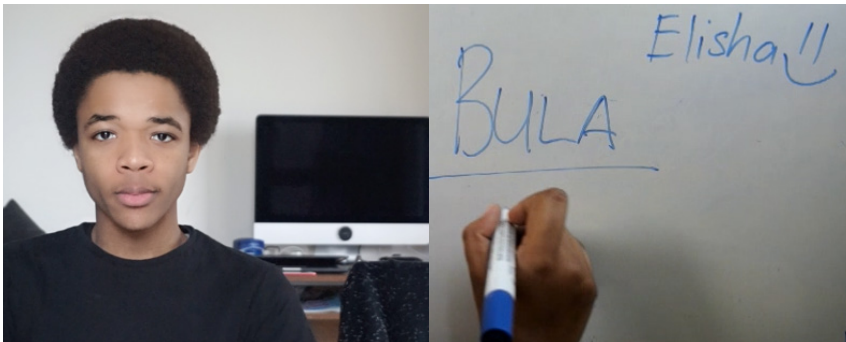


Watch **Lee's Public Speaking Session** and take a look at the video from **OnOurRadar** about micro-reporting, which may give you inspiration for your video.

To help you avoid some common pitfalls Lee has shared some **feedback tips**.

Keep it simple or be creative, it's up to you!

Check out these examples from Queen's Young Leaders **here**.



NOTE

I know that making a video might feel uncomfortable for some of you. I also know that I, and many of the tutors who have contributed to this course, felt the same way when we started making videos!

But it really is a great hurdle to get over. It helps you to become aware of and comfortable with how you communicate and will stand you in good stead for future interviews or media pieces.

You video should include – but is not limited to – all of the information in the checklist on the right.

A camera, phone, laptop or webcam will do fine. If your internet isn't great, keep it short and keep the quality low so that it is easy to share.

TOP TIPS:

1. Be aware of sound! Unless you have a microphone you need to choose a location that is quiet. As beautiful or cool as a breezy cliff, beach or local hotspot might be, background noise will ruin your video so pick somewhere quiet!
2. Look at the camera! Often if you are recording on a phone or laptop or are using written notes it's easy to look at yourself on the screen or at your notes to the side. If it helps put a coloured dot sticker where the camera is and look at that.
3. Think of your surroundings, keep visual 'noise' to a minimum if it's distracting e.g. a very messy office space or people walking in and out of shot.
4. Think about how you present yourself as well as well as your surroundings. Imagine looking back at this in a few years.



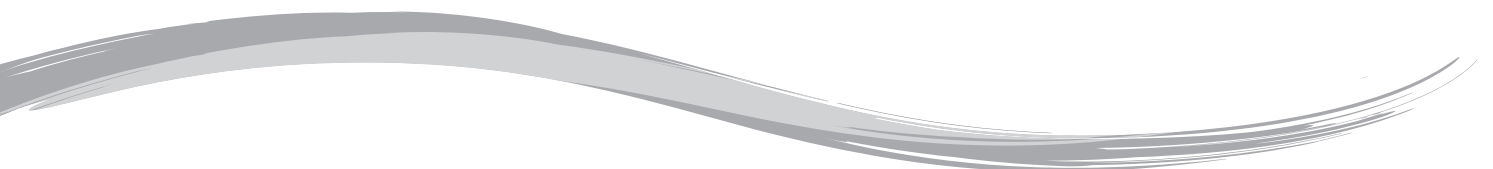
CHECKLIST

Make sure your video includes the following information:

- A greeting** ☐
- Your name and country** ☐
- When I started I was...** ☐
- Now that I have finished, I...** ☐
- I will continue to work on...** ☐
- To me leadership means...** ☐
- My 5-year goal is to...** ☐
- I am most proud of...** ☐



Appendices



APPENDIX 1

THE STORY OF HOW WE WORK

IKEA

To create a better everyday life for the many people: that's the IKEA vision.

But, what exactly do we mean by this?

How can a home furnishing business help create a better everyday?

Well it all begins right here.

We are passionate about life at home. It inspires us in everything we do.

So, to learn what people really need and dream about, we go out and visit homes all over the world.

We talk with people; we measure things, we open closets and look in cabinets.

We focus on the many people. Especially those with thin wallets because we believe good home furnishing is for everybody.

All of these conversations give us valuable insights that we use as the starting point for developing our products and home furnishing solutions.

We put our heads together and work hard to come up with affordable ideas to make everyday life at home a little better by creating home furnishings that combine good quality, form, function, and sustainability with the lowest possible price.

We call this unusual combination Democratic Design and it's what we believe makes our products unique.

This all sounds good, but how is it even possible?

Well, the short answer is – we're never satisfied.

We're constantly looking for new and better ways to do things.

We turn problems upside down, invent new techniques, try new materials and continuously refine our production and distribution.

To us, true innovation happens when we can connect knowledge about life at home with our experience and discoveries throughout the entire value chain.

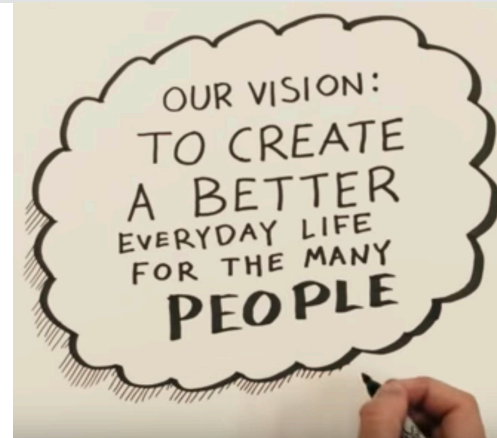
We form long-term partnerships with suppliers and together design our products – often on the factory floor – always striving to do things in a better way, using resources carefully and sustainably, with higher quality at a lower cost.

This helps us achieve the low prices that make it possible for many more people to buy our products. And because we work with high volumes, we can lower costs even more, and that lets us lower prices all over again.



VIDEO
AVAILABLE

You can watch this
video online.



We are also continuously looking for better ideas for transport and logistics.

We send as many containers as possible directly from factories to stores, package products in flat packs whenever we can, and redesign packaging and pallets to make sure that not a single bit of space is wasted and that we use as little fuel as possible.

All of this finally leads us back home where we meet our customers every day to offer ideas and hopefully inspire people to make a change.

We love to share our passion for life at home and the idea that with little means we can all enjoy big improvements.

Our relationship with our customers is a partnership. Together we save money.

But, let's back up for a moment.

Producing, distributing and selling high volumes requires resources, factories, and energy and involves many people along the way, doesn't it?

How do we make sure that this process is sustainable and adds to a better everyday life?

Well, since we drive the entire process from forests and fields to factories and stores and into people's homes,

we can influence every step along the way.

We are working towards having an overall positive impact on both people and the planet

and have made a commitment to use resources responsibly and produce more renewable energy than we consume.

Continuously improve working conditions and help to create a better everyday life

for people and communities touched by our business.

And, because we believe that living sustainably shouldn't be a luxury that only a few can afford, we want to inspire the millions of people who visit us with affordable products and solutions that enable a more sustainable life at home.

Sustainable growth is also about making long-term investments.

The IKEA Group is owned by a foundation and is therefore not listed on the stock market and doesn't depend on investors.

This lets us think and invest in the long-term.

Our principle is to earn money before we spend it.

In fact, our profits can only be reinvested, used for charitable purposes through the IKEA foundation, or saved for a rainy day. Never being satisfied.

It's about continually making big and small improvements and building IKEA together for today and into the future.

At IKEA we are individuals from all over the world united by a shared vision and values that we believe are more relevant today than ever before.

Ideas like being careful with money and resources and doing more with less are not only shared by us, but by people everywhere.

And that's why we will keep working hard together: learning and improving every day, making mistakes and trying again.

We want our business to continue to grow because we want to reach even more people around the world and help make everyday life a little better.

APPENDIX 2

THE CIRCLE OF CONSEQUENCES: THE IMPORTANCE OF ACCOUNTABILITY

By Lee J. Colan, Ph.D. and Julie Davis-Colan

Accountability means answering or accounting for your actions and results. It is something every leader wants more of from his or her team. Accountability is like rain—everyone knows they need it, but no one wants to get wet. It's easy to talk about how "they" need to be more accountable, but it can be uncomfortable when we apply it to ourselves. When is the last time you heard someone say, "I really need to be more accountable for my results?" It doesn't happen very often. Yet we get more accountability from our teams by being accountable to them. It's a two-way street.

Although almost every organization we have worked with struggles to some extent with accountability, retailers tend to do a better job of boosting accountability than most. A primary reason is the specificity of their performance metrics and expectations. Mike Barnes is a client and Group CEO for Signet Jewelers, a retail jeweler in the United States and United Kingdom operating 1,900 stores with 18,000 employees under the names Kay Jewelers, Jared the Galleria of Jewelry, J.B. Robinson, and H. Samuel, to name just a few. Barnes expressed his perspective on accountability this way: "We have to own our performance every day regardless of any 'noise' that might surround that performance. I think of the phrase, 'Don't talk to me about the storm; just bring in the ships.' We have to have personal and joint accountability for our performance, whether it's great or not, even when we feel that circumstances out of our control affected the performance."

The bottom line is that accountability means letting your actions rise above your excuses.

At its core, accountability is really about specificity—specific expectations, specific consequences, and specific language. Take a moment now to reflect on the performance of each team member. Think of the lowest-performing team member. By default, that person's level of performance sets the standard for acceptable performance on your team—it's the performance level that you as the leader allow. It's a very public and visible standard regardless of how much we might want to sweep it under the rug or turn a blind eye to it. Winning leaders realize that they owe it to their team to always raise that standard, and it can be done by getting specific. Ambiguity is the Achilles' heel of accountability, but specificity enables you to raise the standards of your team's performance.

Specific Consequences

To boost accountability, broaden your definition of consequences. We tend to think of consequences with respect to the short term—the immediate impact of our performance (positive or negative). That's the easy part of defining specific consequences. But it still leaves a lot

to the imagination.

As the circle of consequences below illustrates, we need to help employees see and understand the longer term, the downstream impact of their performances on team results, on the organization, on customers, on shareholders, and ultimately on themselves. When employees see how their actions help or hinder each of their various constituents, the personal consequences of their performances become evident.

External performance is ultimately a reflection of internal commitment.

The personal impact on an employee might include opportunities for more (or fewer if the performance is substandard) promotions, development opportunities, exposure to executives, public recognition, responsibilities, flexibility in the job, oversight of others, ownership of projects, and/or financial rewards. It is fair and appropriate to bring personal performance full circle back to these consequences.

Our clients have found it useful to follow the circle of consequences with respect to their own leadership behaviors, particularly when they face tough situations. It illuminates the impact of their actions (or lack thereof) on various constituents and usually moves them from choosing avoidance to choosing courage.

Even on the most productive teams, there will be instances in which we have to muster leadership courage to address performance problems and ensure appropriate consequences. Earlier we mention Elaine Agather, head of J.P. Morgan Private Bank's South Region. She is a beloved and direct leader who understands the big picture of consequences as it relates to her role as a leader. Agather states, "The team is bigger than any issue at hand. The leader has a personal accountability to the team to have tough conversations and to occasionally make tough decisions with individuals." Winning leaders such as Agather choose their team over personal discomfort. It reminds us of our son's former football coach, Chris Cunningham, who would preach this same leadership concept of "team over me" with this visual (big team over little me):

As with expectations, when we specifically explain the consequences of individual performance up front, we minimize the tough conversations we need to have later on.

Lee J. Colan, Ph.D. and Julie Davis-Colan are leadership advisors. Colan also authored 12 books and this is an excerpt from his latest book that he co-authored with Julie Davis-Colan, Stick with It: Mastering the Art of Adherence. Learn more at www.theLgroup.com

APPENDIX 3

FIVE WAYS TO KILL YOUR DREAMS

Bel Pesce



VIDEO
AVAILABLE

You can watch this talk
on the TED website.

Below is the transcript of Bel Pesce's talk at TEDGlobal 2014.

I dedicated the past two years to understanding how people achieve their dreams. When we think about the dreams we have, and the dent we want to leave in the universe, it is striking to see how big of an overlap there is between the dreams that we have and projects that never happen. (Laughter) So I'm here to talk to you today about five ways how not to follow your dreams.

One: Believe in overnight success. You know the story, right? The tech guy built a mobile app and sold it very fast for a lot of money. You know, the story may seem real, but I bet it's incomplete. If you go investigate further, the guy has done 30 apps before and he has done a master's on the topic, a PhD. He has been working on the topic for 20 years.

This is really interesting, I myself have a story in Brazil that people think is an overnight success. I come from a humble family, and two weeks before the deadline to apply to MIT, I started the application process. And, voila! I got in. People may think it's an overnight success, but that only worked because for the 17 years prior to that, I took life and education seriously. Your overnight success story is always a result of everything you've done in your life through that moment.

Two: Believe someone else has the answers for you. Constantly, people want to help out, right? All sorts of people: your family, your friends, your business partners, they all have opinions on which path you should take: "And let me tell you, go through this pipe." But whenever you go inside, there are other ways you have to pick as well. And you need to make those decisions yourself. No one else has the perfect answers for your life. And you need to keep picking those decisions, right? The pipes are infinite and you're going to bump your head, and it's a part of the process.

Three, and it's very subtle but very important: Decide to settle when growth is guaranteed. So when your life is going great, you have put together a great team, and you have growing revenue, and everything is set – time to settle. When I launched my first book, I worked really, really hard to distribute it everywhere in Brazil. With that, over three million people downloaded it, over 50,000 people bought physical copies. When I wrote a sequel, some impact was guaranteed. Even if I did little, sales would be okay. But okay is never okay. When you're growing towards a peak, you need to work harder than ever and find yourself another peak. Maybe if I did little, a couple hundred thousand people would read it, and that's great already. But if I work harder than ever, I can bring this number up to millions. That's why I decided, with my new book, to go to every single state of Brazil. And I can already



see a higher peak. There's no time to settle down.

Fourth tip, and that's really important: Believe the fault is someone else's. I constantly see people saying, "Yes, I had this great idea, but no investor had the vision to invest." "Oh, I created this great product, but the market is so bad, the sales didn't go well." Or, "I can't find good talent; my team is so below expectations." If you have dreams, it's your responsibility to make them happen. Yes, it may be hard to find talent. Yes, the market may be bad. But if no one invested in your idea, if no one bought your product, for sure, there is something there that is your fault. (Laughter) Definitely. You need to get your dreams and make them happen. And no one achieved their goals alone. But if you didn't make them happen, it's your fault and no one else's. Be responsible for your dreams.

And one last tip, and this one is really important as well: Believe that the only things that matter are the dreams themselves. Once I saw an ad, and it was a lot of friends, they were going up a mountain, it was a very high mountain, and it was a lot of work. You could see that they were sweating and this was tough. And they were going up, and they finally made it to the peak. Of course, they decided to celebrate, right? I'm going to celebrate, so, "Yes! We made it, we're at the top!" Two seconds later, one looks at the other and says, "Okay, let's go down." (Laughter)

Life is never about the goals themselves. Life is about the journey. Yes, you should enjoy the goals themselves, but people think that you have dreams, and whenever you get to reaching one of those dreams, it's a magical place where happiness will be all around. But achieving a dream is a momentary sensation, and your life is not. The only way to really achieve all of your dreams is to fully enjoy every step of your journey. That's the best way.

And your journey is simple – it's made of steps. Some steps will be right on. Sometimes you will trip. If it's right on, celebrate, because some people wait a lot to celebrate. And if you tripped, turn that into something to learn. If every step becomes something to learn or something to celebrate, you will for sure enjoy the journey.

So, five tips: **Believe in overnight success, believe someone else has the answers for you, believe that when growth is guaranteed, you should settle down, believe the fault is someone else's, and believe that only the goals themselves matter.** Believe me, if you do that, you will destroy your dreams. (Laughter)

APPENDIX 4

CREATING SMART GOALS

SPECIFIC MEASURABLE ATTAINABLE REALISTIC TIMELY

SPECIFIC

A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- WHO: Who is involved?
- WHAT: What do I want to accomplish?
- WHERE: Identify a location.
- WHEN: Establish a time frame.
- WHICH: Identify requirements and constraints.
- WHY: Specific reasons, purpose or benefits of accomplishing the goal.

EXAMPLE: A general goal would be, "Get in shape." But a specific goal would say, "Join a health club and work out three days a week."



MEASURABLE

Establish concrete criteria for measuring progress toward the attainment of each goal you set.

When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as:

- HOW MUCH? HOW MANY?
- HOW WILL I KNOW WHEN IT IS ACCOMPLISHED?



ATTAINABLE

When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.



REALISTIC

To be realistic, a goal must represent an objective toward which you are both willing and able to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress.

A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy because they were a labour of love.

TIMELY

A goal should be grounded within a timeframe. With no timeframe tied to it there's no sense of urgency. If you want to lose 10 lbs, when do you want to lose it by? "Someday" won't work. But if you anchor it within a timeframe, "by May 1st", then you've set your unconscious mind into motion to begin working on the goal.

Your goal is probably realistic if you truly believe that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

T can also stand for TANGIBLE – A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing.

When your goal is tangible you have a better chance of making it specific and measurable and thus attainable



On the next page you will find a SMART Goals Worksheet which can be used to develop clearly defined, effective goals.



SMART GOALS WORKSHEET

S	<p>SPECIFIC</p> <p>What am I going to do? Why is this important to do at this time? What do I want to ultimately accomplish? How am I going to do it?</p>
M	<p>MEASURABLE</p> <p>How will I know that I have reached my goal?</p>
A	<p>ATTAINABLE</p> <p>Can I see myself achieving this goal? Can I break it down into manageable pieces?</p>
R	<p>REALISTIC</p> <p>Is the goal too difficult to reach? Too easy?</p>
T	<p>TIMELY</p> <p>What is my target date for reaching my goal?</p>

APPENDIX 5

T'S TOP TIPS

Tracey 'T' Bovington



VIDEO
AVAILABLE

You can watch T's Top
Tips here.

Below is the transcript of Tracey 'T' Bovington's Top Tips.

Hi everybody, hi. It's T here.

Thank you to all of you who sent through your modules on goal setting, your assignments on goal setting. So I read through them all, and hopefully you've had feedback from them, and now I just really wanted to use this opportunity, I know we did some live sessions and a number of you came on the live webinars which was great, we had some really good discussions, but I wanted to use this opportunity, really, just to go over some of the recurring kind of themes that were coming up when you all sent your goal setting stuff in. So let's talk about those, okay?

I found that most of you were particularly clear, you were pretty clear on your longer term goals, about what it is you wanted to achieve, and, you know, this could apply either for yourself personally, or it could apply for your organisation, either a commercial organisation or your NGOs. So, you seem pretty clear about what the longer term kind of, aim is, really, more of an aim than a goal but what your longer term goal is and a number of you were very good at breaking those down.

Now, of course we are now, sort of, late into 2017 so you're shorter term goals will now apply to 2018 and I got some of those as well.

Where I think there's still an element of improvement that's needed, I think, if I was going to be a little bit critical, I would say that we need to put more numbers on these goals. You're clear about the goals, about what you want but a lot of them are not measurable because they are not quantifiable, in the sense that they don't have a number attached to them and I do, do, do, I keep stressing this, I think it's really, really important that you get your head around the numbers at all times because if you don't as your goal goes through the year, it gets tighter and tighter and you don't want any surprises when it comes to the financial goals, okay?

So let's take a look at a number of these things, so the first thing I would say is, most of the assignments that came in were lacking numbers. Okay? Most of the assignments that came back to me were lacking tangible numbers that you could measure your goal against, so I would suggest to you that you put numbers, let me give you an example, so if you said, we want to recruit a new team by 2020, okay?

By 2020 you want your team, or whenever it's going to be, how many people do you need to recruit? On what kind of operational gearing? Do you understand what operational gearing is in your business? You know, for how many staff, how much revenue or how much funding do you need to cover one post? You know, what's your break even



point to cover that one post? Always, always, be aware of your costs because what you don't want is a situation where your revenue or funding is increasing but so are your costs and actually your costs are increasing more than the funding or the revenue that your getting in.

So be aware of this because we get a little bit heady when we start getting some funds come through and then we need the resource because we are doing more work and we're getting busier and there's always this tendency for the team to say, oh we're so busy, we need some extra people, we need more people and people can be one of your biggest expenses within your organisation, probably the biggest expense in most companies or NGO's.

Your biggest expense is your staff, okay? So, just be mindful of that okay? When you're setting goals, set some numbers around those goals, so that you can measure them, yeah? If you've got a goal to acquire £100,000 worth, let's put it in pounds because that's what I know, but \$100,000 then let's say, of revenue in two years, right we'll start breaking that down, this is what I call reverse engineering, okay?

You've probably heard this before, so reverse engineer your goals, so set your higher goal, set the time scale for that higher goal and then start to reverse engineer it back, okay? so strip it backwards, when do you have to reach 50,000 by? Is it half way? Or is it earlier? Do you need that particular funding for something particular? A project that you're doing that you need the money for? Okay. So set your long-term objective, your long-term goal, make it very, very specific, we talked about smart goals, so you know what these are, make it specific, make it measurable by putting some numbers or some kind of way of quantifying it, okay, and then reverse engineer your goal back to the starting position of when you are going to start, alright? Because what you don't want to do is if you need to, you know, you've identified those \$50,000 worth of project costs that you need to get and you need to have it in place by November, then reverse engineering that back, you know that you need a certain amount of money every month and if you miss it that month, it's only going to accumulate and you're going to have twice as much to get the next month and three times as much and on it goes and it actually just compounds, the longer that you don't measure things and the longer, the less you break things down and quantify them, the more they are going to build up, okay they are going to build up and you're going to get a surprise and you're going to create yourself or create for yourself an enormous amount of pressure. So don't do that guys, okay? Do not do that.

Set yourselves the longer goal and break it down into smaller bite-sized chunks that you and your team feel that you can achieve, okay? and if you've then reverse engineered your goal into smaller goals that you're starting with now then \$50,000 won't seem a huge amount of money, for example, if you need to get to \$50,000 revenue in two years, if you break it down on a monthly and a weekly basis, so that you know what you need to start with and you actually, you may be surprised you may even be able to supersede that and go on and set yourself a higher goal.

So that was the recurring theme that came across, that you weren't putting enough numbers in guys, so I want to see you do some more numbers around some of your longer term goals and if you are struggling to set yourself monthly ones, certainly, without a doubt, I want you to set financial goals and there were a few that actually didn't put financial goals in. You will struggle enormously if you don't

have financial goals in your organisation and also for yourself personally.

You really, really, really need to understand your costs and your budget and work your revenue in to that and it's not enough just to cover the basics, yes you want to make surplus, okay? You need surplus, reserves, profit, whatever you want to call it and again we had that conversation in the live Q and A about what do we do about profits?

We're not supposed to be making profit if we are an NGO or a charity, actually it's what you do with the money at the end. If you reinvest it back into the business or you use it to earmark it for some particular project and you've allocated that money to a particular project, then that's fine, that's absolutely fine, you know if you're sitting there with huge amounts of money in your bank, you may struggle to get additional funding but that would be a luxury we'd all love to have wouldn't it?

So this is always the issue with our goals and always comes up every year, about funding and grants and those kinds of things. So, please set your longer term goals, not too far in the future, because your team will find that a little bit demoralising because it just seems too far and a greater reach, so set your goals, give yourself a longer term goal, give yourself a time-scale, reverse engineer it, break it down into smaller chunks and then communicate that with your entire team, so that everybody, everybody's on the same page and you all know what your working to achieve.

Now, once you've set those quantifiable goals and you've broken it down into measurable, kind of, numbers, so that you work to those every month, yes, and obviously there are some operational ones as well, I get it but you still need to put these numbers down and once you've communicated it to your team, please, please, please make sure you measure and evaluate on a regular basis. Do not leave it and then six months into the year think, oh my god, we're so far away from achieving our goal because we haven't been measuring it and it's a surprise then that you've gone off drift, you've just drifted off and you're nowhere near your goal.

So, please, please, please once you've set your goals and you've put quantifiable and you've put numbers in that you can measure and you've got all those down and you've broken them down into smaller bite-sized chunks that you can actually measure on a weekly and monthly basis. Please take the time to review and evaluate, I keep saying this, the magic is in the space between the doing and this is when your sitting down, I think for those of you that were with me at Madingly Hall this is this plateau piece, this is this flat part of your step before you climb up again, you need this flat part of your growth, you need the flat part of your step up.

This is a very important piece because you need to sit there, while your company or your organisation is resting a little bit and moving along, it may not be growing yet, to get yourself equipped and prepared with the right tools, the right people and you've measured and evaluated, what you are doing so far, how it's going, how successful you are, whether you're on target and what you need for the next step up, yeah? and we can talk about that again, if anybody wants to talk about the stepped approach to success, which I can go through anytime.

So, we've talked about this and the other thing I want to talk about is SWOT. Now, we talked a little bit about it in the Q and A, you SWOT analysis, Strengths, Weaknesses, Opportunities and Threats. Well they're very aligned with goal setting and planning because, let's talk about these things very, very quickly, SWOT analysis, now I used to sort of not

really like SWOT analysis, I used to think, oh it's a bit hackneyed, it's a bit eighties but actually, it's actually a very good discipline to do on a regular basis and it does keep you on track.

So, what are your strengths? What are the strengths of your team? Actually, do you really know what your team can do? There may be an individual in your team who's really red-hot at social media, you just don't know it. There may be somebody who's really good, or really connected in a certain way, so always make sure you understand what the strengths are of your team, what the strengths are of your organisation and constantly discuss these on a monthly meeting that you have, so when you get together make sure you're up to date, knowing what your strengths are and celebrate these strengths.

Now, then look at your weaknesses, I believe it's a strength to know your weaknesses. You need to decide, once you identify your weaknesses, your weakness as a team, what's missing in your team? What's missing?

Once you've identified all the strengths of your team, then you identify the weaknesses, so ask everybody what they believe their weaknesses is, do you need it? Do you need that particular element? Or does somebody else in the team have that as a strength and they can cover that? Because I believe that people don't have to be great at everything, they just have to be really good at the things they're good at. Yeah? If that make sense?

Focus on strengths, always focus on strengths, understand what the weaknesses are in your team and as an individual in your team and also for yourself, understand what your weaknesses are and then ask yourself, do I need to learn about this and get better at it? Or actually can I delegate this to somebody else, who can be far better at it? Do I really need to know this? Or can I give it to somebody else and focus on my strengths, yeah? So that's a really good exercise for you to do on a regular basis and then opportunities, so if you give this out to your team and they know that every month they've got to come to you with any idea of any opportunities that might be coming up, then they're sniffing for that all through the month, they're looking out for it, they're listening to interesting conversations, they're looking at market trends, they're looking at what's happening in your community, in your area and they're bringing that information back to you at your monthly meeting.

So what are the opportunities? Because you can't be everywhere and you need your team to be looking at those as well and you could come up with an enormous amount of opportunities, look at what's happening in government policy, is there an opportunity there? Is there an opportunity if there's some kind of event going on for you to speak, or for you to sponsor or for you to have a name there. What are your opportunities?

Don't leave these things to measure on an annual basis, do it every month, do it every month, or you'll miss it, you'll miss the opportunities that are there because they're right in your face but you're not looking at them, okay?

And the last one is threats, you must be aware of your threats. We were talking on the Q and A, one of the girls was telling us, that they may cut their project, they may cut the transport, the actual government may actually change the transport situation in a year, they might cut it. At the moment, people are getting free transport to the venues of the courses they provide or the programmes, sports programmes. Now, if the government are going to cut that in a year, don't wait for them to do that, if you are aware that that could be a possibility, then you can put a plan B in place and you can set yourself a goal or an intention that

within the next six months, you're going to be investigating transport situation, costs, whether you have to add those as a cost to your course materiel or to your clients. Yeah? So nothing is a surprise because you've anticipated that as a potential threat, okay?

So, those are the things I really want to talk about today because you know, hopefully that's given you a little bit of advice and support. Well done to all of you, you did submit some great work. I mean it was very interesting to read your goals, you've got some really good ambitious goals and a lot of you were very organised in putting them together in a matrix and a grid, so it was very good to read, I really, really enjoyed reading them but as I said again, focus on the numbers, keep focusing on the numbers in all things. Know your numbers, know your costs, set your goals, measure them regularly and evaluate. Communicate all of these to the team, so everyone is working to the same goal, they know what they're working for and do your SWOT analysis on regular basis so that there's not surprises, then nothing smacks you in the face that you weren't aware of, okay? Hopefully that's helpful, well done to all of you this year, you've done an amazing job and I'll speak to you soon. Alright, you take care, bye, bye.

APPENDIX 6

T'S DREAMS V GOALS VIDEO

Tracey 'T' Bovingdon



VIDEO
AVAILABLE

Watch T's Dreams
V Goals Video here.

***Below is the transcript of Tracey 'T' Bovingdon's
T's Dreams v Goals Video.***

Hi everyone, it's T. I want to talk to you today about goal setting and targets. We've gone over quite a bit of ground within the module, so you hopefully will have read through a lot of the content within it. But I just wanna use this opportunity to talk around some of those issues, really, and discuss them a little bit more.

What's the difference between a dream and a goal? Well, you know, lots of people have lots of ideas, and lots of people have lots of dreams and lots of things that they want to achieve. We all have them. But what tends to happen, and the difference between a dream, something that you'd love to have or love to do, wouldn't that be great if, the difference between that and actually a goal, and something that you can achieve, and that you can set yourself, is that a goal is something that you take out of your head, and you put it down into a plan, and you measure it.

And we've talked in the module about SMART, you know, specific, measurable, achievable, realistic, and time-driven. So let's just talk around that a little bit more. The difference between a dream and a goal, well a goal is something that you are going to start taking some steps towards, and that you are going to achieve. So, let's talk about that. If you've got something that you really, really want to do, a goal, and not just a... you know, it could be a personal goal, but also as leaders in your organisation, they could be specific goals that you want to achieve for your organisation, and the team within your organisation. So let's get very specific about what it is that you are trying to achieve. So, get that idea down. Get that idea down, either on your laptop, or on an app, or... There are all sorts of goal setting apps and tools that you can use, and we can certainly give you some of those if you want to learn about them. Or write it down. It's quite simple. You don't need anything expensive. Write down exactly what it is that you want to achieve. Then, write down by when. I would always do it in that order. What do you wanna achieve, by when? Then you can break it back down to bite-sized chunks about what you're going to do. So, what is it that you're trying to achieve? What is it either you personally or your organisation is trying to achieve? And when do you want to have achieved it by? Once you've decided that, then you can start to break that down. Because then you can start be putting some measurable things in place as to how often you're going to measure the effectiveness of the action you are going to take towards that goal. It's absolutely no good to say you're gonna do something in 12 month's time, and then leave it and try and measure it in 12 month's time. We know this stuff, yes? But let's put some very specific, measurable time frames in place, and communicate that with your team as to how often you are going to be measuring the effectiveness of the actions they are taking towards that goal. Cuz, you know, we all know it's

very, very, very easy to be taken off track. Very easy to be taken off track. Things happen, we get distracted, we move into a different direction, and before we know it we're way off track from the goal that we originally set ourselves. Okay? So please put a discipline in place that allows you to measure the effectiveness of the actions you are taking towards that specific goal. And if for some reason you're off track, then you can make the adjustment to pull yourself back, or there may be a justifiable reason as to why you're off track, and it may be that you may need to slightly adjust your goal because things have changed slightly. But do not forget to measure on a regular basis.

Now, we talked about realistic, setting realistic goals. Now, I have a little bit of a twist on this, because we talked earlier in some of the sessions about expansive thinking. And for some of you that may not have heard about expansive thinking, or weren't part of the session, when I talk about expansive thinking is that I want to try and encourage you all to expand your mind, and to look a little bit further out than you currently see, and to expand your thinking, expand your ideas, and not be afraid to push out a bit further, and to really set yourself sometimes some quite bold goals, some quite big goals. Why not? Why not? As long as, again, they are measurable, and that you are making steps towards and you're communicating those. There is nothing wrong in setting yourself some really big goals. I want you to start thinking big. Then you can bite it down into chunks, then you can start to measure it. You'll be really surprised what you can actually achieve, and what your team can achieve if you break these things down. But have some expansive thinking. Goals should be achievable with stretch, you know, stretching yourself, and stretching your team. So put some actions in place to do that.

One of the other things I wanna talk about is, because we've looked quite at length on this whole area of SMART, SMART goals, and SMART things around setting goals. I want to talk about intention. Before you even start looking at a goal, I'd like you to sit and spend some time and question what is the intention behind the goal? Now what do I mean by that? What do I mean by intention? Well, as a person, you will have a set of core values and principles that you live by, and your organisation as leaders of a social enterprise, and as leaders of your organisations, and the teams and the people within those, you will have a purpose. And we talked at the beginning of some of the earlier modules about vision, did we not? And we talked about, about me, what am I about, what's driven me to become this leader, what's driving me to have this organisation? And we talked about mission, and vision, and what we're about, what makes us tick, what's that... what's the... what are the words running through us, you know? What are the veins coming through our organisation? And the same applies with a goal. Please, please try to align the goals that you set yourself and your organisation with the right intent. What is the intention behind that goal? Because in my experience, if the intention is right, and if the intention is aligned with your purpose and core values, and the intention is aligned with the vision and the mission of your organisation, then I genuinely believe you will achieve that goal. If the goal that you set, the intention behind that goal does not align with really where you are, I personally believe you will find a stumbling block along the way, it will not be easy to achieve, and there'll be a reason for that. It's because that particular goal is not aligned, and the intention behind it is not aligned with your purpose and your vision. So, all of these things do link together, they absolutely link together, because you've taken these modules in certain stages along the way, and now that we're sitting on goal setting, this links very nicely into your mission and your vision, and the elements along the way that we've been

looking at through the modules. So just please give yourself some space and time to look at the intention behind the goals that you're setting. And my final point to you is this whole area of procrastination. And we all do it. Uh, scuse me. I have done it, we've all done it. And this is where we set ourselves a goal, and we're quite clear about what we want to achieve, and we keep saying, "yes, I wanna do this, I wanna do that." I'll give you an example. I could say, "I want to write a book." Well, first of all, I need to make sure, I need to be very clear about what's my intention behind writing a book? Why do I want to write this book? What's the intention behind it? And is the intention of writing that book aligned with my purpose and values about what I believe and what I'm trying to do with my work? Once I've made that intention, and it's aligned with me, what is the specific book I'm going to write? When am I gonna write it by? And what measurable milestones along the way am I gonna put in place to make sure I achieve that goal of writing that book? So, let's say I wanted to write a book in a year. I wanted to write a specific book that's aligned with my values, and I set myself a target that every day I would write at least one page a day. And if I did that in a year, I would have 365 pages of a book ready to go. And I would measure myself along the way on that. Okay? To me, that's measurable, it's achievable, it's realistic, it's time-scaled, and it's intent... The intention behind it is right. Now, so I can set all of those things up, and then tomorrow comes, and for some reason I find myself finding anything other... anything to do other than write the page that I've set myself to do. And it's strange how these things happen. We distract ourselves occasionally with doing everything else we could do, but not the one specific thing that we know is going to take us towards achieving our goal. And that can be a number of reasons. You may have come across this fight-or-flight scenario. Human nature is that we either fight or we flight. So we fight or we flight, yep? We move towards or we run away. There is another element that comes into play when we're not sure what to do, whether to fight or flight, we come and we get stuck in the middle into what I would call a frozen state. So we're not sure whether to fight, we're not sure whether to have flight, and we get stuck in the middle in this frozen phase, where nothing actually gets done. And that can happen sometimes, so just be aware. So I think by setting yourself some very measurable, small, achievable targets and steps along the way, just take the one step. I personally believe you take the first step, and the momentum will carry towards the rest again, and then you'll get back on track with measuring and those kinds of things. Quite often we don't move towards the goals and things because there's a fear. We can sometimes have a fear of failure, or a fear of making ourselves look stupid, or a fear of... you know that can come up if we're having to do some public speaking and we can have a fear about that. And sometimes, actually which is a strange one, is we have a fear of success and what that could actually mean, and what level of responsibility that could bring with it. So, it's not always a fear of failure, it can also be a fear of success and what people will think about you if you achieve that success. So just sometimes take that time to sit back and reflect slightly. If there is an element of procrastination or fear coming up, or slight frozen-ness, if there's a word there, question yourself and ask yourself what that's about. But get back to those SMART, measurable, small, achievable steps towards getting your goals done. And I would be very, very pleased to hear about some of the goals that you've set yourselves and your organisations. My final point is as leaders, if you have set a very clear goal and some intentions, please, please, please make sure you communicate that clearly with your team, so that you are all working together on the same goal for the same reasons. So please, please make sure that these goals, and these measurable targets, and

these achievable results are communicated, and then celebrate your achievements. Please celebrate your achievements, even if they're small. Please celebrate them, because that helps to build confidence for you, and it helps to build confidence for your team. So please share with me some of your goals that you've set yourself and your organisations, and please share some of your achievements as well, and I look forward to hearing from some of you. And again, I'm here if you want to discuss these things in further detail, and you can always email me. I'm more than happy to have that dialogue with you at all times. I wish you every success. I'll speak to you soon, take care.

APPENDIX 7

PRESENTING VIDEO

Lee Johnson



VIDEO
AVAILABLE

Watch Lee's Presenting
Video Tips here.

Below is the transcript of Presenting Video by Lee Johnson.

Hello Queen's Young Leaders.

I'm Lee Johnson from the Conscious Creative, and Frances has tasked me with giving reviews of the videos I've been sent in from this year's winners (2016). So it's been very interesting to see that most people tend to be using either a phone or a laptop. So I'm doing exactly that. I'm not using a professional camera here. I just have my normal laptop camera. I just want to give you a few good habits to help you get the most out of making little videos such as this. You may not think they are very important but they can be such a useful tool, whether you are pitching, presenting, doing webinars, even just good habits for when you're in a conversation with somebody. So the first thing I want to talk about is the position of the camera. Here, the camera is at the top of the screen, of course. And in terms of the framing, I've not got it too high, not too low. For example, I could be sort of here and looking down, have it looking down on me which is a little bit weird. If it was up, we're looking up and we're a bit subservient. Or it can be too low. You can have it down here and it feels, as the viewer, like you're being looked down on, and it's not particularly comfortable. So that's the first thing to do. And I've got quite a high desk in front of me here. And sometimes you might want to build it up a little bit. If you've just got a low area in front of you, a low desk or something, then build it up with a couple of thick books.

Now, in terms of lighting, I'm opposite a window. Natural light, typically, is the best kind of light. You can use artificial light as well, but try to make sure that you're lit and your background isn't lit, because then you could end up in a shadow and silhouetted, and it's a little bit more difficult and distracting to follow what you're saying.

You may have noticed when I started the video as well, before I pressed Record, I was smiling. Start with a smile. It's very important. So many of the videos I've seen, people are starting very serious and then they hit Record, and then, hello. So if you're smiling and ready to go, it looks great, for one, it's the first thing we see, but also, it just perks you up and makes you energised for what you're about to say.

Now, also, notes. Now, I've just got stuck onto my laptop there, next to the camera, so very, very close, so I don't have to move my eye line too much, as you can see, to read my notes. Just this little post-it, super simple, really easy for me to do some bullet points, not have too much to read, and then they're there if I need them, if I forget where I'm going.

Now, as I've said, a lot of people were holding phones, as well. If a phone is all you've got, rather than a laptop, then try to either have it in a stand, or try to brace it, or get someone else to dig their elbows in and hold it, so that it's, there you go, so it's nice and still, 'cause a lot of people

filming like this, then there's a lot of movement and it's quite distracting. Certainly, if it's a long video, it almost makes you feel a little bit sick with all of the movement.

Also, I haven't got too much of a busy background here. You can see just a couple of things in the room on that side. With some of the videos I saw, there's a huge amount of activity or a window with all sorts of things happening outside and other noises and distractions. So do your best to keep away from those.

Also, actually, going back to the phone, and using the laptop generally, I was hearing a lot of people's message notifications going off. So whether you're getting a Facebook message, an email, something like that, or a text message, I was hearing that go off through at least five or six of the videos, so make sure that your volume is turned down and your phone is switched off or onto aeroplane mode, or something like that.

Now, also, some of the videos, the sound was really not very good. Now, if you're using video as a medium to communicate, it becomes useless if you don't have decent sound. So where I am right now, while I'm in quite an echoey room, there's not a lot in here, I'm doing my best to make sure that I'm very close to my laptop, so that the microphone is picking up my voice well. Of course, as soon as you start to move back, you start to lose the sound of the voice a little bit. So you could be standing, probably not too bad, the sound on this, but generally try to get as close as possible so that we can hear you very, very clearly. Even if the image quality isn't too good, then at least we can hear what you're saying, and that's the point of these end-of-year review videos.

So that's all from me for now. As always, you can get in touch with me with your questions at Lee@TheConsciousCreative.com. I'll see you all soon. Bye.

WHO'S WHO?

AUTHOR

Frances Brown was the Director of Leading Change at the University of Cambridge and The Queen's Young Leaders Mentoring Programme.

She works with at-risk woman as a walk leader and charity trustee, creates bespoke training materials for youth and enterprise and advises a number of organisations on mentoring, youth leadership and network building.

Past lives include business owner, PhD-er, start-up supporter, researcher and educational consultant.

Say hello [@fbrownwork on Twitter](#)



Frances Brown

CONTRIBUTORS

Tracey 'T' Bovingdon is an entrepreneur with a life-time interest in niche opportunities and gaps in the market.

Her early career was spent at Kinetic PLC where she qualified as an 'Investors in People Assessor' and became a member of the Chartered Institute of Personnel and Development. In 2000 Tracey saw an opportunity to provide back-office support to the education sector. From this, she developed a business with a turnover of £8.4 million within two years. In 2003, Tracey left Nord Anglia to set up Strictly Education Ltd with investment funds of £400,000. Four years later, in 2007, Strictly Education was sold for £2.85 million.

Tracey then moved to Bahrain and Oman where she was inspired to start Tea Monkey to fill a gap in the market takeaway tea and teashops on the high street.



Tracey Bovingdon

Paul Coyle is an innovation, leadership and change management consultant supporting the development of entrepreneurial universities in Asia, Australia, Europe, North America and the UK. Paul works with students, academics, HE leaders and university-business-collaboration.

Paul Coyle [@ProfPaulCoyle](#)



Paul Coyle

WHO'S WHO?

CONTRIBUTORS

Todd Eden from *Leadnow!*

Leadnow!'s mission is to help young adults from all walks of life discover how they lead. Their purpose is to dramatically enhance the leadership capability of young adults from all walks of life; enabling them to live fulfilling lives in service of their communities, and the world in which we live.

Leadnow! @lead_now

Lee Johnson is an actor and presenter, who regularly contributes to Leading Change. He contributes to our residential programmes and help us with skills for speaking, presenting, interviewing and more!

Lee is also Educational Director of the **Conscious Creative**, which delivers bespoke, interactive training throughout the UK and beyond, to help people reduce stress, access their creativity and achieve a healthy life-work balance.



Todd Eden



Lee Johnson

IMAGE CREDITS

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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

