



MARCH 2023 EDITION

A special issue from ITD World Vietnam

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HAPPY INTERNATIONAL WOMEN'S DAY

Dear our valued clients & readers

International Women's Day is celebrated on March 8th every year to commemorate the social, economic, cultural, and political achievements of women all over the world. It's a day to recognize women's contributions to society and raise awareness of the challenges women still face today.

Let's all #EmbraceEquity fully for International Women's Day and beyond.

Women don't have to be the only ones fighting for gender equality. Women's social, economic, cultural, and political advancement depends greatly on allies.

Encourage and mobilize your friends, family, coworkers, and neighborhood to support equity. We can work as a team to bring about positive change. We can all work together to create a more equal world.

Let's all support equity now and in the future.

ITD Vietnam team



WORK-LIFE BALANCE



WORK-LIFE BALANCE

What really matters in life?

By Marshall Goldsmith

Most people don't want to "do nothing" all day. We have hopes and dreams, goals and ambitions. We want to contribute to the world, and make it a better place, not "retire" from it to a life of "leisure". For most of us, the prospects of sleeping in late, lounging on the beach, improving our golf scores, living on cruise ships, and lazing about all day may sound good for a short time, but they hold little allure for us in the long term.

WEALTH

some have more than others, and some have less, but most of the people I run across agree that while it can be used to pay for nice homes, fast cars, and fine dining, it can't purchase meaning. Beyond a middle-income level, the amount of money you have bears little correlation to how happy you are.

HEALTH

is critically important to enjoying life. Good health is a combination of luck, a healthy lifestyle, and medical care.

RELATIONSHIPS

are very important. Everyone I meet values their relationships with friends and family members and sees that these relationships are key to their emotional well-being.

WORK-LIFE BALANCE

What really matters in life?

By Marshall Goldsmith

CONTRIBUTION/ACHIEVEMENT

most of us reading this blog are fortunate in life and seek to give back, make a positive contribution, and even leave a legacy. Helping others as we've been helped is important to us.

MEANING

work that has meaning is important to our sense of well-being. We want to feel that we are making a real difference in the world.

HAPPINESS

everyone I've ever met wants to be happy. True happiness can't be bought – it has to be lived!

As you contemplate these themes and set your goals, you might choose to volunteer or work on projects that make the world a better place. You might choose to change to a job or a career where you have more opportunities to serve. Me, I still teach and give classes, but I focus more on advising people how they can have a great rest of their lives rather than just work harder and “make more money.”

WORK-LIFE BALANCE

What really matters in life?

By Marshall Goldsmith

Reflecting on life's purpose should start when you're young—and never stop. I served on the board of the Peter Drucker Foundation for 10 years, so I had a chance to observe Peter personally. He worked until his death at age 95! He was never interested in retiring. He was interested in working to make the world a better place. Through his example, I learned that making a difference means more than, and is very different from, making a living.

Think about your life. Now's a great time to start planning the rest of it. How can you contribute? How can you find meaning? What will make you happy? How can you make this time count—for yourself, the people around you, and the world?



WORK-LIFE BALANCE

THE HABITS OF EARNING

By Marshall Goldsmith

We earn a living, but what do we do to earn a living, to create an earned life?

When does earning begin?
When does it end?

When do we take time out from all our strivings to savor the process and reevaluate?

When we reevaluate, we may conclude that we need to earn something new.

Some of the ways you can achieve an earned life are by using discipline, which is an acquired skill. You can acquire it through compliance, accountability, follow-up, measurement, and community.

You can apply what I've called an LPR, a Life Plan Review, which is a system to help us stay on plan, and which has the added benefit of reminding us to ask for help.

But what about timing?

Our time on Earth is not limitless. And it takes commitment, as well as awareness, to achieve an earned life. It's hard work.

We're human, and we deplete our resources — such as energy, motivation, and concentration.

When should we step on the accelerator, and when do we step back to recover and reboot, balancing the urgency to “always be earning” with our need to reflect on what we've accomplished and what remains to be done?

Earning your life is a long game. It's a long game. You need a strategy anchored in both self-awareness and situational awareness to sustain the urgency and avoid burnout—until earning has become your habit.

WORK-LIFE BALANCE

EARNING YOUR BEGINNINGS

By Marshall Goldsmith

Earning your life is a long game.

You need a strategy anchored in both self-awareness and situational awareness to sustain the urgency and avoid burnout—until earning has become your habit.

In the course of a lifetime, you will experience episodes when one phase of your life ends and another begins. Some of them are predictable markers of modern life: graduation; your first “real” job; marriage; your first house; parenthood; divorce; career success; career failure; the loss of a loved one; a lucky break; a big idea.

These moments can be exhilarating or confusing to the point of paralysis (“What do I do next?”). They can be opportunities or crises, turning points, or setbacks.

Gail Sheehy called them “passages” in her 1977 bestseller of the same name. My late friend Bill Bridges called them *transitions*. (Every few years, I revisit his 1979 classic on the subject, suitably titled *Transitions*. It’s highly recommended reading.)



WORK-LIFE BALANCE

EARNING YOUR BEGINNINGS

By Marshall Goldsmith



“

“The transition process does not depend on there being a replacement reality waiting in the wings. You are in transition automatically when some part of your life ends.”

Bill Bridges

But we make a grave error if we treat a transition as a lull in the action that allows us to take a time out and passively wait for our next phase—our “replacement reality”—to begin. We do not roam through our transitions aimlessly until we find an escape route. They are living organisms, as alive as other fully engaging parts of our lives.

The American choreographer Twyla Tharp is an expert on transitions. She has created more than 160 ballets and modern dances in her 50-year career. That’s 160-plus transition periods between one finished dance and the next new dance.

It’s also 160-plus temptations—at least three a year—to lie down and take a nap before starting the next piece. Tharp doesn’t take the bait. She doesn’t wait for the next inspiration to whack her on the side of her head. She proactively seeks it.

WORK-LIFE BALANCE

EARNING YOUR BEGINNINGS

By Marshall Goldsmith

In her words, she has to “earn her next beginning”—putting the old piece behind her, researching composers, listening to music, and working out steps alone for hours with a video camera running so no idea is lost. Then when all of these disconnected parts align, she’s ready to start creating.

This is how she earns her next beginning. To the untrained eye, what might look like a dead zone of inaction between projects is actually as focused and drenched in sweat as the intense hours rehearsing her dancers before opening night. Transitions to Tharp are not a respite from the earning process; they are one more critical part of it, as hard-earned as anything else she does.

I think Tharp is right about this: Each of us has a unique set of criteria for defining the turning points in our lives, that moment when we begin to disengage with our previous selves and start to accommodate the new person we want to become.

Whereas a creative artist like Twyla Tharp might identify her transitional moments in a micro sense as the intervals between individual dances, or in a macro sense as the sharp breaks between major stylistic periods in her career (akin to the gap between, say, Picasso’s Blue Period and Rose Period), you and I might opt for different markers.

For example, people are my markers for the big turning points in my life—specifically, people who offered me some variation of the “You Can Be More” speech.

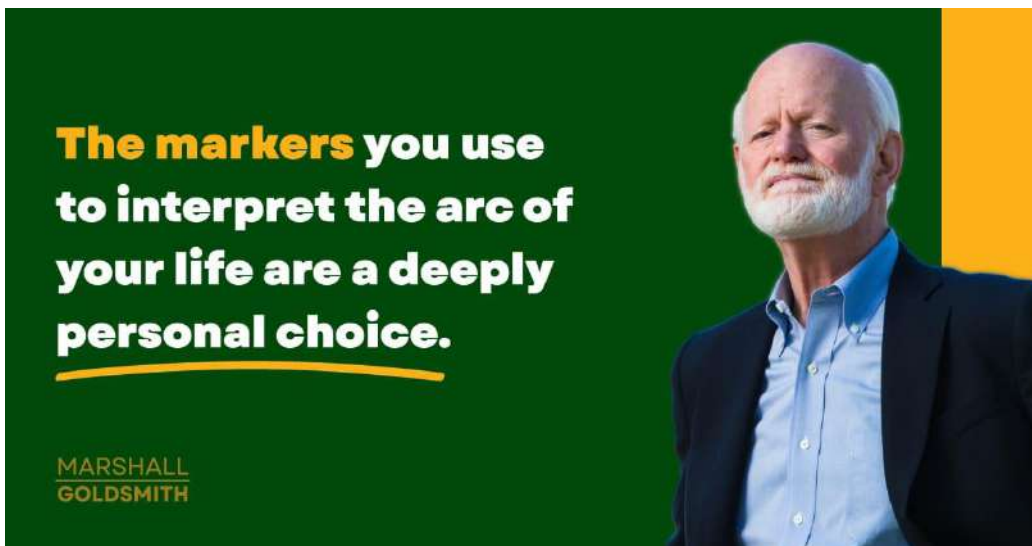
My earliest memory of such a person is Mr. Newton in eleventh grade, who told me a D in math was inexcusable. He expected more from me.

WORK-LIFE BALANCE

EARNING YOUR BEGINNINGS

By *Marshall Goldsmith*

This kind of thing has happened a dozen times in my life. Each of these dozen people, whether they intended it or not, induced a sudden dissatisfaction with my current self and a strong desire to become someone new. I didn't yet know who that person might be, but these folks nudged me into a transition where I could sort out my options, discover the answer, and earn my next beginning.



One executive told me his major inflection points are his screw-ups—because he turned the shame-filled memory of each fiasco into a teachable moment, a mistake never to be repeated.

Another said it was in the half-dozen moments when he realized he was no longer the most junior person in the room and that his influence had grown. He marked the passage of time with each moment he was made aware of his rising professional stature.

WORK-LIFE BALANCE

EARNING YOUR BEGINNINGS

By Marshall Goldsmith

An industrial designer marks off the inflection points in her career through the products she designed. Each design is like a milestone marking off the distance she has traveled between one product and the next. When she looks at the designs in chronological order, she sees the evidence of the evolving person she was when she brought each product to market.

“

Age is also a factor. Your perspective on your major turning points changes with the accumulated years.

In 2022, I can interpret my life through the lens of the influence that a dozen people have had on me over a span of 73 years, whereas an 18-year-old's unit of measurement might be the 13 grades between kindergarten and senior year of high school, with summer break as the transition from one phase to the next.

Later in life, the youthful transitions that felt like turning points will fade into the background, while other moments, unappreciated at the time, will emerge as defining ones.

You cannot know if you've begun to earn your next beginning until you know you're in transition.

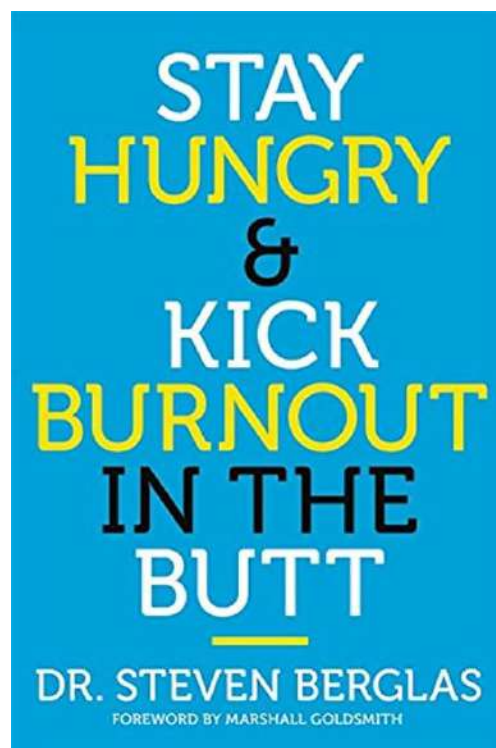
You cannot appreciate your transitions until you have a method for marking off your turning points.

WORK-LIFE BALANCE

BUT, WHAT IF PEOPLE THINK I'M STUPID?

By Marshall Goldsmith

Fear of approval is a huge fear for many people and it can hold us back. My great friend, Steve Berglas, one of the foremost authorities on career guidance, explores this challenge and what we can do about it in his new book, *Stay Hungry and Kick Burnout in the Butt*. Recently, I met with Steve and we talked about this and many other subjects. Below is the excerpt from our interview. I hope it is helpful to you!



Marshall *You have been sharing a concept with me from your new book that I just love. You said the greatest human fear maybe isn't giving a speech, which many people think is so. It's related though, it's "I'm afraid that people may think I'm stupid." This is such a great concept. In my book **What Got You Here Won't Get You There**, I said the number one problem we face is winning too much, we're trying to prove we're right all the time. What you've done is take this a step further and explained why we try to prove we're right all the time. It's because deep down, we're afraid people might think we're stupid. Give me some examples of how this plays out in life.*

WORK-LIFE BALANCE

BUT, WHAT IF PEOPLE THINK I'M STUPID?

By Marshall Goldsmith

Steve

It's important to understand it starts in grade school. Everybody knows whom the teacher is focusing on; everybody knows who gets the right answers on exams. So, we carry this through life and it creates this need to be approved of and recognized by the people who are in charge, the people who are the decision-makers, and gatekeepers. In life, we always want to look to those individuals for validation. Before I had a pleasure principal. Now, it's an approval principle. It's "show the world that I'm smart." The way you phrased it is critical. It's the perception. It's not an internal thing.

Everyone knows we're social animals. We don't exist and thrive in isolation. So, what I talk about is, why entrepreneurs do well and why people who are generative and care for others do well. It's because they're taking that anxiety about looking stupid and turning it into doing better right? They're subordinating that to making other people feel good and other people feel positive and then that fear can go away. But if you just try to say, "No I'm smart, I know the answers, no I'm powerful, I know the answers" it doesn't work.

Marshall

This is great. I want to give you a couple of examples. The first example is from something I teach called feed-forward. Where you learn to ask for input, listen, don't respond, and just thank people.

WORK-LIFE BALANCE

BUT, WHAT IF PEOPLE THINK I'M STUPID?

By Marshall Goldsmith

Marshall *I'll never forget one class. One of the gentlemen in it said, "I listened better in this exercise than I've almost ever listened in my life." I asked him why. He said, "Normally when others speak, I'm so busy composing my next comment to prove how smart I am, I'm not listening, I'm composing. Now the irony; he had a Nobel prize. A scientist with a Nobel prize in a management class trying to prove he's smart. I said, "Look, you've got one Nobel prize, it's okay. Declare victory here." But it just goes back to your point that pervasive need, that fear of people may think I'm stupid, plays out in so many dysfunctional ways.*

Another example is about leaders when they don't know what they're talking about. My friend Alan Mulally, former CEO of Ford and Boeing taught me a great lesson, "If you don't know what you're talking about as a leader; shut up. Don't sit there and make ideas." One of my other good clients, J.P. Gardener said as a leader, "My suggestions become orders." Well as a CEO what Alan taught me is, when people look at you and say, "I'm lost, I'm confused, I don't have the answer," fight that urge to say, "Have you thought of...?" Because as soon as you're the CEO, they salute the flag and do it. And a lot of that is your insecurity about looking stupid.

My friend Alan has the discipline to breathe and to say, "You know what? If you don't know the answer, it's okay. I don't either. Why don't we find someone that knows what they're doing and solve the problem?"

Once we get over our fear of others who may think we're stupid, life is a lot better for everybody.

BALANCING ACT



BALANCING ACT

How Company Supports Work-Life Balance

Work-life balance has become an increasingly important issue for both employees and employers in recent years. As the lines between work and personal life blur, companies must prioritize their employees' well-being and support them in maintaining a healthy balance between their work and personal commitments. In this article, we'll explore some of the ways companies can support their employees' work-life balance.

Flexible Work Arrangements



One of the most effective ways to support work-life balance is by offering flexible work arrangements. This can include options such as telecommuting, flextime, and job sharing. By allowing employees to work from home or adjust their schedules to better suit their commitments, companies can help reduce stress and increase job satisfaction. This flexibility can also lead to increased productivity and decreased absenteeism.

Wellness Programs



Companies can also support work-life balance by offering wellness programs that promote physical, mental, and emotional well-being. This can include initiatives such as gym memberships, on-site fitness classes, stress management workshops, and counseling services. By providing resources and support for their employees' well-being, companies can create a more positive and healthy workplace culture.

BALANCING ACT

How Company Supports Work-Life Balance

Vacation and Leave Policies



Vacation and leave policies can also have a significant impact on employees' work-life balance. Companies can support their employees by offering generous vacation time and parental leave policies, as well as flexible sick leave and personal time off. This allows employees to take time off when needed without fear of negative consequences, helping to reduce burnout and improve job satisfaction.

Communication and Boundaries



Finally, communication and boundaries play a critical role in supporting work-life balance. Employers should encourage open communication between managers and employees to discuss workload and prioritize tasks. Additionally, companies should establish clear boundaries around work expectations, such as limiting after-hours communication or encouraging employees to take breaks throughout the day.

In conclusion, supporting work-life balance is not only good for employees but also good for business. Companies that prioritize their employees' well-being and create a positive and healthy workplace culture can benefit from increased productivity, improved retention rates, and a more engaged and satisfied workforce. By offering flexible work arrangements, wellness programs, generous vacation and leave policies, and promoting communication and boundaries, companies can help their employees achieve a healthy work-life balance.

6 STEPS FOR MENTAL HEALTH AND WELLBEING



6 STEPS FOR MENTAL HEALTH AND WELLBEING

The BEDSMS formula is easy to follow and remember the method that is very helpful in improving overall well-being. We have shared this with many leaders who have this to be useful in their lives.

Breathing



Breathing properly can bring great benefits and maintain vitality. We can quickly enter a calmer state by breathing in deeply through the nose and exhaling slowly through the mouth. When you focus on your breathing, you are focusing on yourself. This brings your attention and awareness back to the self which quietens the emotions for mental clarity, especially in stressful situations. Breathing is also an important step in the Ultimate Meditation Technique (UMT). The UMT is one way you can stay healthy and resilient to thrive in challenging times.



Exercise



Research and personal experience show that regular physical activity greatly contributes to a healthy mind and body. Exercise doesn't have to be strenuous, taking a few minutes to stretch and walk after an hour on the office chair is highly recommended. Also, many top leaders we know ensure they make 10,000 steps a day. They keep counting using either an app or a pedometer. These leaders come up with fitness plans after speaking to their executive coach. The key here is to remain physically active, even if it is just a walk around the living room or office block.

6 STEPS FOR MENTAL HEALTH AND WELLBEING



Diet & drink

You are what you eat is what we often hear. Being mindful of what you put into your body is important to maintain holistic well-being. Keep a balanced diet by consuming a variety of fruits, vegetables, slow-burning carbohydrates, and high-quality protein to provide proper nutrition for your body. Don't forget to wash down your healthy meal with zero-calorie water. Your body needs at least two liters to stay hydrated.



Sleep

When was the last time you woke up from a good night's sleep? How did you feel? Surely you felt energized and raring to go. A good sleep rejuvenates you. Going without adequate rest leaves people feeling fatigued and sluggish which affects responsiveness and productivity. Do your best to get at least six hours of sleep per night. Ensure your sleeping environment is conducive to a good rest. This may mean having a light dinner, getting a new pillow, or adjusting the temperature to create conditions for sleeping well.

6 STEPS FOR MENTAL HEALTH AND WELLBEING



Medical herbs

Using natural herbs wisely may help improve your overall sense of health and well-being. It is strongly suggested that you only take those which are scientifically proven to have a positive effect on the body as evidenced by research. A good practice is to consult your doctor and qualified herbalist before starting any routine involving medicines.



Spiritual fulfillment

Everyone in this world possesses a unique mix of strengths, talents, and passions to add value to the world. By unleashing your genius, you create opportunities for happiness and success to happen in your life. By using your natural gifts to add profound value to the world, you feel fulfilled because fulfillment flows from adding value to others. Making a positive difference in the lives of others uplifts your spirit to boost your mental health and overall sense of well-being.

These are the six steps encapsulated into the BEDSMS formula for you to start on the road toward good mental health and well-being. It is important to take care of yourself so why not start today to experience the difference in your life?

ONE THING GREAT LEADERS NEVER DO!



ONE THING GREAT LEADERS NEVER DO!

By Marshall Goldsmith



The ever-increasing presence of knowledge workers (people who know more about what they are doing than their boss does) presents challenges to modern-day leaders that their counterparts in years gone by were not called to address. The main challenge is: “How do you help your team members achieve their goals when you – as a leader – are not an expert on the topic?”

One thing great leaders don't do is pretend to be an expert!

This can lead to disaster in so many ways. Below is just one example. I'd love to hear your ideas! Please share with me in the comments your thoughts about how pretending to be an expert can be disastrous!

When someone comes to you with an idea, and rather than say good idea, you say, “why don't you add this?” or “why don't you do that?” you take ownership of the idea. Your input makes it your idea and it is no longer their idea.

ONE THING GREAT LEADERS NEVER DO!

By Marshall Goldsmith

“Effective leaders know who on their team can be left alone and who needs more direction.”

The ever-increasing presence of knowledge workers (people who know more about what they are doing than their boss does) presents challenges to modern-day leaders that their counterparts in years gone by were not called to address. The main challenge is: “How do you help your team members achieve their goals when you – as a leader – are not an expert on the topic?”

One thing great leaders don’t do is pretend to be an expert! This can lead to disaster in so many ways. Below is just one example. I’d love to hear your ideas! Please share with me in the comments your thoughts about how pretending to be an expert can be disastrous!

When someone comes to you with an idea, and rather than say good idea, you say, “why don’t you add this?” or “why don’t you do that?” you take ownership of the idea. Your input makes it your idea and it is no longer their idea.

So, given you follow this suggestion and do not pretend to be an expert, how do you lead today’s highly skilled professionals who so often know more about their jobs than you do? The simple answer is that it takes special skills — and not the ones that you may think.

You have to look at leadership through the wants and needs of the worker as opposed to the skills of the leader. Here are six quick tips for effectively managing knowledge workers.

ONE THING GREAT LEADERS NEVER DO!

By Marshall Goldsmith



Demonstrate passion

In days past, working 40 hours per week and taking 4-5 weeks of vacation meant that people often focused less on loving what they do. Today people work 60-80 hours a week and it's crucial that they love their work to avoid burnout. Those who lead by example and demonstrate a passion for what they do make it much easier for their followers to do the same.



Strengthen abilities

With less job security and more global competition, people must update and refine their skills continuously. Leaders need to look beyond skills needed today and help their workers learn skills they will need tomorrow.



Appreciate time

People have less time today, which means the value of that time has increased. Leaders who waste their workers' time are not looked upon favorably. Leaders will be far more successful if they protect people from things that neither encourage their passions nor enhance their abilities.

ONE THING GREAT LEADERS NEVER DO!

By Marshall Goldsmith



Build networks

Today, job security comes from having the ability, passion, and a great network. Leaders who enable people to form strong networks both inside and outside the company will gain a huge competitive advantage along with the loyalty of their workers. These professional networks allow people to expand their knowledge and bring it back to the organization.



Support growth

The best knowledge workers are working for more than money. They want to make a contribution and grow in their fields. Leaders who ask their people, "What can our company do to help you grow and achieve your goals?" will find it comes back tenfold.



Expand happiness and meaning

No one wants to work at a meaningless job that makes them unhappy. Leaders must show their workers how the organization can help them make a contribution to the larger world and feel rewarded for doing something about which they are passionate.

ONE THING GREAT LEADERS NEVER DO!

By *Marshall Goldsmith*

Managing knowledge workers is a challenging and rewarding job. Leaders who do so must look beyond the work and think about the person who does the work if they are to be successful. By appreciating and encouraging the dedication, time, and experience of their workers, leaders help shape not only the futures of the professionals they lead but also the future of their organizations.

“

**“Our mission in life should be
to make a positive difference,
not to prove how smart or right we are.”**

- *Peter Drucker*

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* Program

TIME	ACTIVITY
8.00am	Registration
8.30am	BRENDA BENCE Strengthen Your Leadership Brand & Executive Presence
10.30am	Networking Break & Book-Signing
11.00am	DR PETER CHEE 10X Transformational Team Coaching 4.0
12.30pm	Acknowledgement & Recognition
12.45pm	Networking Lunch
2.00pm	DR MARSHALL GOLDSMITH Part 1 High Engagement & Fulfilment at Work - The Earned Life
3.30pm	Networking Break & Book-Signing
4.00pm	DR MARSHALL GOLDSMITH Part 2
5.30pm	Closes



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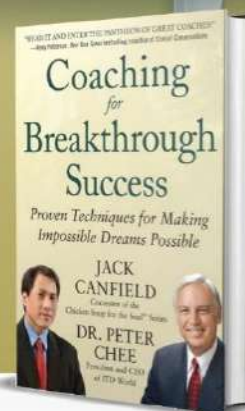
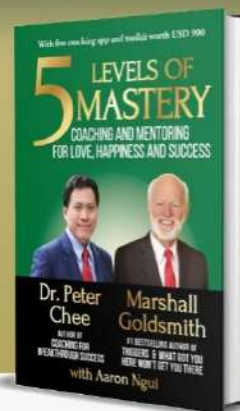
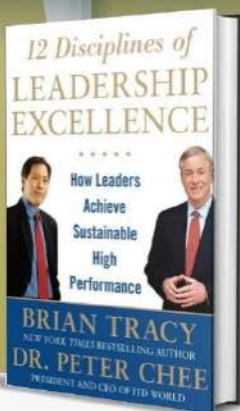
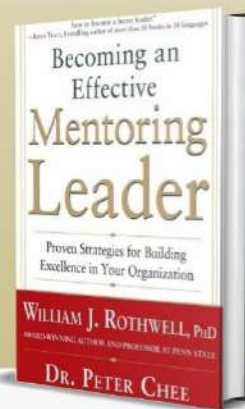
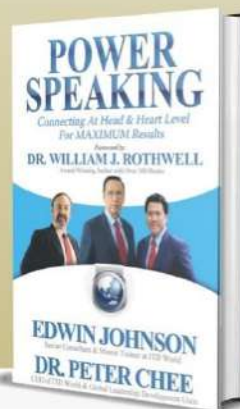
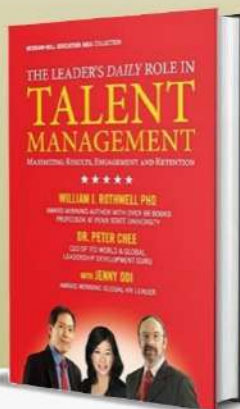
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