

September 2023 edition

A special issue from **ITD World Vietnam**

TABLE OF CONTENTS

01

Letter from the Editors

02

Transforming Your Life

Credit: Dr. Marshall Goldsmith

03

Visualizing Your Success

Credit: Dr. Peter Chee

04

Learn More About How
to Thrive Sustainably

05

Upcoming Training
Workshops & Webinars

06

Explore ITD's
Publications

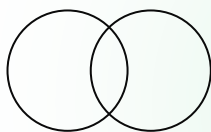
07

About ITD World



01

Letter from the Editors



Letter from the Editors

Welcome to ITD World Vietnam's September 2023 issue - in which we embark on a voyage into the topic of Thriving Sustainably!

In a world that's constantly accelerating, far too often - we find ourselves forgetting to pause, reflect, and realign our lives for enduring success and well-being. With that in mind – and inspired by the work of ITD World's long-time partner, Dr. Marshall Goldsmith, we will be sharing with you the secrets to Transforming Your Life and breaking free from the barriers that hinder our personal growth. Only by slowing down, cultivating self-awareness, and becoming present through empathy - may we uncover the keys to true success and fulfillment.

In addition, we will also be discussing the roadmap for embracing growth and progressing toward excellence in every facet of life – including tips on how to Visualize Success, unleash our potential, set effective goals, manage time efficiently, and take ownership of our journey.

We trust that this September issue will serve as a source for self-reflection on your journey toward purpose, fulfillment, and abundance in life.

To your boundless success,

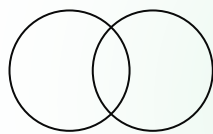
ITD World Vietnam team

The background features a light green and blue gradient with geometric lines and starburst shapes. A large, thin-lined rectangle is positioned in the upper left, and a smaller one is in the lower right. A central white rectangle contains the number '02'.

02

Transforming Your Life

Credit: Dr. Marshall Goldsmith



Transforming Your Life

Credit: Dr. Marshall Goldsmith

What's Keeping You From Living Your Own Life?

We live in an age where people can make a living as influencers. That means they convince people to take cues from their behavior or recommendations on social media.

Celebrities such as the Kardashians make millions by endorsing products. Our social media universe allows these folks to reach a global audience using programs such as Instagram, TikTok, Twitch, YouTube, Snapchat, Twitter, Facebook, VSCO, Reddit, WeChat, and QQ. We don't know these folks, but somehow people who are "influenced" by them fall for the allure of their public lifestyle, their brand, and their charisma, which comes to us virtually.

The pandemic only heightened this, as so many people stayed close to home and only ventured out via

social media to experience what others — who seemingly had more liberty and certainly more money — were experiencing. People found vicarious pleasure in watching the lives of others, experiencing secondhand the staged experiences they clicked or swiped onto.

It's not a secret these days that we're living in a virtual world most of the time. And that we've become narcotized by vicarious living.

Because of social media and a smorgasbord of technological distractions, we have an abundance of opportunities to **live through other people's lives rather than live our own**. We allow ourselves to be impressed by strangers' social media posturings.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

What's Keeping You From Living Your Own Life?

Sometimes we return the favor by posturing to impress them, ignoring the likelihood that they're not paying attention to us as avidly as we pay attention to them. In one of the more absurd incarnations of vicarious living, we have graduated from playing video games ourselves (simulations of real life) to paying money to watch elite game players compete against one another in our favorite video games. We have gone from watching to watching others who do our watching.

Narcotized by technology, we sacrifice long-term purpose and fulfillment for the short-term dopamine-driven feedback loops created by Facebook, Twitter, Instagram, TikTok, and other sites. **This is NOT healthy.**

Instead of focusing on what we know we should be

doing, we are, in T. S. Eliot's immortal phrasing, "distracted from distraction by distraction."

It's not just the fault of social media. Our entire world operates as a distraction engine. A warm sunny day, a baseball game on TV, breaking news on the radio, a phone call, a knock at the door, a family emergency, a sudden craving for a doughnut.

Anyone or anything can pull our focus from doing what we should be doing and coax us into doing what others want us to do. **That's one definition of not living your own life.**

Again and again, it comes down to being aware of the moment, of where you are now, of knowing that you are constantly changing — still you, but evolving constantly.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

What's Keeping You From Living Your Own Life?

Distractions take you out of your own life, don't they?

That's not the best way to an earned life — you don't find true fulfillment through living vicariously.

We Need to Slow Down

The recent pandemic has helped us discover many things, not all of them good. It's not about the politicization of health, fake news, conspiracy, or, most importantly, the heavy toll the pandemic took on people's lives, families, work, and friendships.

What the pandemic showed is that almost **all of us need to slow down**. We were forced to isolate ourselves, to adapt to new ways of communicating, and, to a large extent, to appreciate what we had in the moment.

This is, naturally, a temporary awareness. Most of us live blithely on, without a

thought about the transitory nature of our lives, our impressions, our relationships, and our happiness. But when we were forced to stay home, to isolate, to look out for ourselves and our loved ones in ways we hadn't confronted before, we were also forced to examine our priorities.

But slow is relative. We may think we've slowed down, but we're probably only judging ourselves by our experiences, by what others do, by our expectations, or by some other mind trick.

We are often winded by the pace of change.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

We Need to Slow Down

The pace of change you are experiencing today is the slowest pace of change you will ever experience for the rest of your life.

In other words, slow is today, fast is tomorrow.

You're deluding yourself in pointless nostalgia if you think that, no matter the situation, at some point in the near future—when you finish the “rush” project or when the kids get older and your domestic life calms down—you can revert to a slower time when the pace of life and the speed at which it changed was more relaxed and gentle.

It is not going to happen. You and your workmates won't immediately chill out when you finish the rush project. Another emergency job will appear (count on it),

and you'll learn that “rush pace” is your new normal.

The same goes for your hectic domestic life; it won't calm down when the kids get older or leave the nest. It's a wheel that won't stop turning. There's always something that needs to be dealt with right away.

Our failure to adapt to the quickening pace of change blocks us in the same ways that a failure of imagination does — we cannot interpret what's happening around us.

If we cannot keep up, we get winded and fall behind. And when we fall behind, we are living in everyone else's past.

We need to live in our ever-changing present, as ourselves.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Understanding Leads to Success and Fulfillment

A lot has been written about emotional intelligence which, in essence, comes down to understanding that **you're NOT the center of the world**. It means paying attention to others. It means having perspective on your role and comprehending the role of others. It means, in a profound way, that you are completely aware that other people are fully as human as you are.

Many of us have a hard time seeing from the perspective of another person - and how that other person reacts to us, or the situation. This can be particularly true in corporate settings when there's a hierarchy of responsibilities, titles, salaries, and such. People who work their way up the corporate ladder are lucky if they can remember the rungs they occupied before they ascended higher.

Understanding is your knowledge of what to do and how to do it.

For example, as an engineer, you have the same ability as all the other engineers in your department, more or less. Like them, you are a cog in a big machine. In that situation, "understanding" meant knowing what particular job in that machine you were expected to do. It meant that you didn't deviate from your role.

As a result, there was no misunderstanding between you and your superiors about your responsibilities. You stayed in your lane. The lane may be more complex and crowded for, say, an emergency room doctor or a police officer, each of whom must play many roles during a work shift.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Understanding Leads to Success and Fulfillment

Dr. Marshall Goldsmith was once invited to speak at a dinner event for an insurance company's key managers. That time, he made a terrible mistake - he was too jocular for a group whose company had recently suffered a serious reversal.

Afterward, the CEO told Goldsmith that he had offended him and his team. The evening was a disappointment for him — and his critique was torture to hear. He had assumed that he was there as a one-part teacher and, one-part entertainer. He was the

company's guest, that was his role, and he'd walked into their home with mud on his shoes.

Saving the situation required so-called soft values. In this case - as shared by Dr. Goldsmith - that meant focusing on the CEO's disappointment rather than his shame. He should have observed the moment.

Part of Understanding is knowing the difference between good and not good enough—and accepting that in any situation, we can be one or the other.

The Habits of Earning

We earn a living, but what do we do to earn a life, 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.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

The Habits of Earning

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

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

There are several ways to do this:

- **First, earn your beginnings** — that is, recognize where one phase of your life begins and another ends.

You are always in transition — take advantage of that.

- **Second, disengage from your past.**

Before you can effectively earn the next phase of your life, you have to disengage from the old phase you claim to have left behind. Let go of past achievements, relinquish your old identity and way of doing things.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

The Habits of Earning

- Third, master **“the earning response.”**

Create a habit to “earn” your life. We can control our behavior, and build a habit of earning our life through the right actions. Change the response, and then change the habit.

- Fourth, **play the shot in front of you.**

In golf, you’re not supposed to move your ball from where it lands to give yourself a better shot.

The best players deal with what they have in front of them. They live in the present.

In other words, every set of facts we see is situational—and there’s something noble in dealing as best we can with what’s in front of us.

We earn each new beginning in life. We close the door on one part of our life and open a new door, with a three-step sequence of Stimulus, Response, and Outcome.

Whatever the nomenclature, only the middle part of the sequence matters **our response** (or behavior or action).

That’s the part we can control and change.

Become Present through Empathy

Empathy shapes our ability to make a positive impact. It can include cognitive empathy — getting into someone’s mind — or

empathy of understanding, feeling someone’s pain, the empathy of caring.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Become Present through Empathy

Empathy is a requirement for achieving an earned life. It is not because it makes us more compassionate, moral, or kind, although those are laudable impulses. Empathy is essential because it reminds us to be present.

Empathy also allows us to renew ourselves constantly. We are an endless series of old and new versions of ourselves. Empathy effectively reminds us of this.

Once, Dr. Goldsmith met a speechwriter for a well-known political figure some years ago. He also published fiction and nonfiction under his name, but when he was wordsmithing for the politician, he said he assumed the role of “professional empathist.”

Goldsmith was impressed by his “professional” characterization. He

regarded the empathy that he brought to speechwriting as a discrete skill that would occupy his thoughts and emotions while he was executing the task - and then easily be dropped when the job was done. He was being a total pro, doing whatever it took to do the job and then moving on. He admired the politician and agreed with him on policy and history.

He described writing in another person’s voice as an “act of maximum generosity.” He subsumed his personality and wrote with the client’s voice and speech patterns in his ears. He said, *“When I’m on the clock, every idea and every good line I have goes to the client. I don’t keep a nice turn of phrase for myself to use in my writing. It has to go into the speech.”*

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Become Present through Empathy

After he hands in a draft and the politician makes changes and delivers the speech, he said,

"I forget what I wrote as if I had been typing in a trance and then snapped out of it so I could move on to my own stuff."

The writer was describing a form of empathy most useful for achieving an earned life.

While he was locked into the client's brain and staying on

Life Plan Review

There are objectives, and then there are results. The thing is to get the two aligned.

For this purpose, Dr. Goldsmith shared a method called the Life Plan Review (LPR) - which is aimed to help close the gap between what you **PLAN to do** in your life and what you **ACTUALLY**

task, the writer was exhibiting empathy understanding, and feeling. Afterward, he could let go of any empathic feelings. He didn't permit them to spill over into the next episode of his ongoing life. Those feelings belonged to the old him. The new him had something new to earn.

In a word, he was achieving a rare state that all of us wish we could reach more often. **He was present.**

get done.

Its method is contained in the three words in its name — **Life. Plan. Review.**

This presumes that you've decided what you want your life to be and what the future-you looks like if everything goes according to plan.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Life Plan Review

But unlike so many other goal-oriented self-improvement systems, the LPR doesn't rely on exhortations for you to be more heroic in motivation, habit, resourcefulness, and courage.

The LPR is an exercise in self-monitoring: You are asked to conduct a weekly review of your effort to earn the life you claim to desire.

The LPR measures how hard you try, taking into account your lapses rather than your steadfastness. It takes into account the likelihood that you will fall short of perfection most weeks. How much fallibility, denial, and inertia you are willing to accept in your life - and what you will do about it, is solely up to you.

The LPR asks only that you

pay attention to your level of trying. There is no earning without heroic effort. And then, like a trainer demanding one more set of crunches, it demands one more thing: You **must share your results** with other people—in a community—not only to recite numbers but to **compare notes and help one another**.

The LPR is a simple four-step structure that loses much of its power without a community:

Step 1. You and each member of the weekly meeting take turns reporting your answers to a fixed set of six questions that have been documented to improve your life in conjunction with one set lead-in: "Did I do my best to . . ."

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Life Plan Review

- Set clear goals?
- Make progress toward achieving my goals?
- Find meaning?
- Be happy?
- Maintain and build positive relationships?
- Be fully engaged?

You answer each subquestion by reporting a number on a 1 to 10 scale (10 being the best) that measures your level of effort, not your results. Separating the effort from results is critical because it forces you to acknowledge that you can't always control your results (stuff happens), but you have no excuse for not trying.

Step 2. In the days between the weekly LPR meetings, you build the habit of self-monitoring by tracking these questions daily.

The key is to accumulate the data so you can see instructive patterns: Where are you trending poorly, and where are you in control and making progress?

Step 3. Review your plan weekly for relevance and personal needs.

When you measure effort, you monitor the quality of your efforts. But you should also review the purpose of your effort. Are you making a meaningful effort to achieve a now meaningless goal?

Trying is a relative value, neither fixed objective nor precise.

It's an opinion by the only qualified person to have that opinion—you.

It changes over time in the course of pursuing a goal.

Transforming Your Life

Credit: Dr. Marshall Goldsmith

Life Plan Review

For example, if a personal trainer asked the out-of-shape you to bang out 20 push-ups at your first training session, even a mighty 10 for effort might not get you through all 20. Six months later, the well-conditioned you would knock out 20 pushups at a relatively effortless 2. The longer you do something, the less effort you need to do it well.

But you might not notice how the passage of time lowers the bar on your effort. The temptation is to settle for less effort to stay in place (i.e., keep doing 20 push-ups). The challenge is to increase your effort to reach your goal (i.e., raise your workload to thirty pushups, then forty, and so on).

Reviewing your effort is one way to reconsider the value of your goals. If you want to

keep the goal, maybe it's time to recalibrate your effort upward. If you're no longer willing to make the required effort, maybe it's time for a new goal.

Step 4. Don't do this alone.

The LPR is a group event, a community of like-minded souls. Reviewing your plan in the select company of others is superior to reviewing your plan alone.

Why would you try to adhere to an ambitious life plan and refuse to share the experience with anyone else, especially if you didn't have to?

What added value does going solo bring to the endeavor?

It would be like baking a birthday cake to eat by yourself or giving a speech to an empty room.

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03

Visualizing Your Success

Credit: Dr. Peter Chee

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Visualizing Your Success

Credit: Dr. Peter Chee

Unleashing Your Genius for Success & Happiness

There are things that you do incredibly well. There are things that you love to do so much you hardly feel like you're working when you do them. It is your purpose, your core genius, and if you got paid to do it you would make it your life's work. You have been developing your core genius defining your purpose and formulating steps to take to achieve success with it. It is time to evaluate how much time you spend doing what you love to do.

Successful people believe in their core genius. They believe it holds tremendous value and they put their purpose first. They find as much time to focus on it because they know it is what they are meant to be doing in the world. In order to find more time, they learn to delegate!

Are you one of those who does everything yourself? You've got a household to keep in order, groceries to get, food to make, phone calls to make, and bills to pay. Perhaps you've got kids to take to school and all of their extra-curricular activities, a yard to take care of, laundry to wash. In your non-working life alone you have got a full-time job with daily chores!

You might have a job to go to or a business to run, accounting to keep in order, mailings that need to go out, phone calls that need to be made, files that need to be organized, reports that need to be read, and people you need to meet with. There is so much of your day that you spend doing the things that need to be done, **but they don't have anything to do with your core genius.**

Visualizing Your Success

Credit: Dr. Peter Chee

Unleashing Your Genius for Success & Happiness

Time spent doing tasks that you don't want or like to do is time taken away from doing what you love. Free up your time so you can focus on your purpose!

Delegating is not easy sometimes. You might be afraid to delegate because it means giving up control. But why waste your time with these tasks that you don't even like doing - when you could double the amount of time you spend developing and practicing your genius?

Some people love to do what you hate to do, and they do it much better than you **because they love it!**

When you know your core genius, you've got to find a way to devote yourself to perfecting it. You have got to spend as much time with it as possible. So learn to delegate and delegate completely!

When you have found someone to accomplish the tasks that take up your time, let them know exactly what you want and then give them the freedom to accomplish it. There is no sense in micromanaging! Find someone you trust to do the job and do it well then leave them alone unless you are not happy with the results.



Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

Create an “I WANT” list

During the initial process of goal-setting, it is fine to have many different possible goals - so that you will be able to choose from a range of options the goals that you most want to pursue. You can start by making an “I want” list.

One of the easiest ways to begin clarifying what you truly want is to make a list of 30 things you want to do, 30 things you want to have, and 30 things you want to be before you die. This is a great way to get the ball rolling.

Repeating questions for a purpose

Ask yourself without making any suggestions, “What do I want?” Write your answer down and again ask yourself “What do I want?” Repeat this for five to 10 minutes, and continue to jot down the answers.

Most people find this repetitive questioning technique to be rather humorous. You’ll find the first wants aren’t all that profound. Most of us usually hear ourselves saying, “I want a Mercedes. I want a big house by the ocean,” and so on. However, by the end of the exercise, the deeper, more authentic person begins to speak: “I want people to love me. I want to express myself. I want to make a difference. I want to feel powerful.” – revealing wants that are true expressions of their core values.

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

After articulating our wants and choosing the goals that we most want to work on, it's time to take the goal-setting process further by making sure that all goals are effectively set. A powerful way of more effectively setting goals is to use the SMARTTEST mnemonic criteria. When the goals meet the criteria of being Specific, Measurable, Attainable, Relevant, Time-bound, Engaging, Satisfying, and Team-based, we consider them to be powerful goals that strongly drive people toward attaining them.

Use the following examples to guide you in asking questions that make the goal-setting process more effective:

SPECIFIC

1. In what way might you define more clearly what you want to accomplish?
2. How can you put it all together and state your goal in one simple and specific sentence?
3. What exactly do you want to accomplish?
4. Be more specific: What is the final outcome you want?

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

MEASURABLE

1. How would you and others know when you have reached this goal?
2. How can you quantify and measure the outcome?
3. How can you evaluate the progress you are making towards the goal from time to time?
4. Can you state this objective in a way that your progress can be measured?

RELEVANT

1. Why is this goal important to you? How is it relevant to you?
2. How is this goal related to the attainment of your other goals?
3. How is this goal relevant to your vision and your life?
4. In what way is this goal aligned with your life purpose?

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

ATTAINABLE

1. To what extent do you have control over the attainment of this goal?
2. Who else might you need to depend on to meet this goal?
3. How certain are you that they will deliver?
4. What other options and backup plans could you have so that you can still achieve the goal if they don't deliver?
5. Is there anything that could prevent you from reaching this goal?
6. Can you do something about it? What can you do about it?
7. In what way might you want to revise your goals so that they would depend more on you and less on others to achieve them?
8. Is this goal within your reach? Is it really possible?

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

TIME-BOUND

1. What is the date and time that you will commit to reaching this goal?
2. When will you get started with this project?
3. By when will you finish it?
4. How long will you continue to do this? How frequently?

ENGAGING

1. Do you feel like you really own this goal, like it's your own "baby"?
2. On a scale of 1 – 10, how motivated are you by this goal?
3. Is this truly your heart's desire?
4. Does your dream compel you to follow it?

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

SATISFYING

1. In what way would attaining this goal bring you satisfaction and joy?
2. How would achieving this goal fulfill your heart's longing?
3. What lasting benefit and satisfaction would you derive from attaining your objective?
4. How will your life be different after attaining this goal?

TEAM-BASED

1. Who are the people that could work with you on this dream?
2. How are other people supporting your dream?
3. To what extent is your team capable of helping you to achieve your goal?
4. Create a breakthrough goal

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

In addition to turning every aspect of your vision into a measurable goal, and all the quarterly, weekly, and daily goals that you routinely set, we also encourage you to set what we call a breakthrough goal that would represent a quantum leap for you and your career.

Most goals represent incremental improvements in our lives. They are like plays that gain you four yards in the game of football. But what if you could come out on the first play of the game and throw a 50-yard pass? That would be a quantum leap in your progress. Just as there are plays in football that move you far up the field in one move, there are plays in life that will do the same thing.

They include things such as losing 60 pounds, writing a

book, publishing an article in Fortune magazine, getting on Oprah, winning a gold medal at the Olympics, successfully setting up your company in another country, getting your Masters or Doctoral degree, getting certified as a professional coach, opening your own spa, getting elected president of your union or professional association, or hosting your own radio show. The achievement of that one goal would change everything.

Wouldn't that be a goal worth pursuing with passion? Wouldn't that be something to focus on a little each day until you achieve it?

Visualizing Your Success

Credit: Dr. Peter Chee

Setting Powerful Goals

If you were an independent sales professional and knew you could get a better territory, a substantial bonus commission, and maybe even a promotion once you landed a certain number of customers, wouldn't you work day and night to achieve that goal?

If you were a stay-at-home mom whose entire lifestyle and finances would change if you earned an extra \$1,000 a month through participating in a network marketing company, wouldn't you pursue every possible opportunity until you achieved that goal?

That's what we mean by a breakthrough goal – something that changes your life, brings you new opportunities, gets you in front of the right people, and takes every activity, relationship, or group you're involved to a higher level.

In our coaching programs we also frequently refer to a breakthrough goal as a goal that would stretch you to the extent that, **in the process of achieving it, you would become a person worth becoming.** In other words, you **grow tremendously** in the process of pursuing a very ambitious goal that greatly challenges you.



Visualizing Your Success

Credit: Dr. Peter Chee

Deciding on Your Priorities

- *Determine Your Long-Term Goals*

Success begins with clarity. You take the time to sit down with a piece of paper and think through exactly what it is you want to accomplish in each area of your life. You decide upon your ultimate, long-term goals of career and financial success, family success, or personal health and fitness.

Once you are clear about the targets you are aiming at, you then come back to the present and plan every minute and hour of every day so that you accomplish the very most that you possibly can with the time allocated to you.

- *Begin with a List*

The fundamental tool of time management is a list, organized by priority and

used as a constant tool for personal management. The fact is that **you can't manage time; you can only manage yourself.** That is why time management requires self-discipline, self-control, and self-mastery. Time management requires that you make the best choices and decisions necessary to enhance the quality of your life and work. Then you follow through on your decisions.

You should plan your life with lists of long-term, medium-term, and short-term goals and projects. You should plan every month, in advance, with a list of the things you want to accomplish during that month. You should make a list of every step in each multi-task job that you want to complete, and then organize that list by priority and sequence.

Visualizing Your Success

Credit: Dr. Peter Chee

Deciding on Your Priorities

- *Use Advance Planning*

Begin today to plan every week, preferably the Sunday before the workweek begins. Plan every day, preferably the night before.

When you make a list of everything you have to do the following day, your subconscious mind works on that list all night long. When you wake up in the morning, you will often have ideas and insights to help you accomplish the items on your list.

By writing out your plans, you will activate the Law of Attraction. You will begin attracting into your life the people, opportunities, and resources that you need to achieve your goals and complete your tasks in the very best way possible.

- *Consider the Consequences*

The most important word in determining the value of a particular task or activity is “consequences”. A task that is valuable and important is a task that has serious consequences for completion or noncompletion. The greater the possible consequences of a task or activity, the more important it is.

A task for which there are few if any consequences is, by definition, not particularly important. Your aim in personal management, therefore, is to spend more time doing more of those tasks that can have the greatest possible consequences on your life and work.

Visualizing Your Success

Credit: Dr. Peter Chee

Deciding on Your Priorities

- *Apply the 80/20 Rule*

Once you have prepared a list of tasks for the coming day, review your list and apply an 80/20 Rule before you begin.

This 80/20 Rule says that 20 percent of your activities will account for 80 percent of the value of all your activities. If you have a list of ten items to complete, two of those items will be more valuable than the other eight items combined. Two of the ten tasks will have greater potential consequences than the other 80 percent.

Sometimes it will even be the 90/10 Rule that applies. Often one task on a list of ten items you have to do during the day will contain more value than everything else put together. This task, unfortunately, is usually the

task that you will procrastinate on most readily.

- *Practice Creative Procrastination*

Once you have identified your top 20 percent of tasks, you can then practice “creative procrastination” on the others. Since you cannot do everything, you will have to procrastinate on something. The only question is, **which of your tasks are you going to procrastinate on?**

The answer is simple. Procrastinate on the 80 percent of tasks that contribute very little to your desired goals and results. Focus on your time and attention on completing those one or two jobs that can make the most difference.

Visualizing Your Success

Credit: Dr. Peter Chee

Deciding on Your Priorities

- *The Pertinent Question*

The key question, and perhaps the best question in all of priority management, is this: "What is the most valuable use of my time right now?" All questions and methods of goal setting, personal planning, and time management are aimed at helping you to accurately answer this question, every minute of every day.

When you discipline yourself to ask and answer this question repeatedly - and you are sure that whatever you are doing is the answer to this question, you will start to accomplish two and three times as much as the people around you. You will become more and more productive. You will plow through more work of higher value and accomplish greater results than anyone around you.

Discipline yourself to keep working on the most valuable use of your time, whatever it may be at the moment, and you will be much more successful.

In the final analysis, the key to high productivity and performance is this: Dedicate yourself to getting better and better in a few tasks that you do that account for most of your results.

Simultaneously, learn to delegate, outsource, and eliminate all those tasks and activities that contribute very little to your results and rewards. As Goethe said, "The Things that matter most must never be at the mercy of the things that matter least."

Visualizing Your Success

Credit: Dr. Peter Chee

Managing Time Using the ABC Method

The more thought you invest in planning and setting priorities before you begin, the more important things you will do, and the faster you will get them done once you get started. The more important and valuable the task is to you, the more you will be motivated to overcome procrastination and launch yourself into the job.

The ABC Method is a powerful priority-setting technique that you can use every single day. This technique is so simple and effective that it can, all by itself, make you one of the most efficient and effective people in your field.

The power of this technique lies in its simplicity. Here's how it works: **You start with a list of everything you have to do for the coming day. Think**

on paper. You then place an A, B, or C before each item on your list before you begin the first task.

- *Determine Your Top Priorities*

An "A" item is defined as something very important. This is something that you must do. This is a task for which there can be serious consequences if you do it or fail to do it, like visiting a key customer or finishing a report for your boss that she needs for an upcoming board meeting. **These are the frogs of your life.**

If you have more than one "A" task, you prioritize these tasks by writing A-1, A-2, A-3, and so on in front of each item. Your A-1 task is your biggest, ugliest frog of all.

Visualizing Your Success

Credit: Dr. Peter Chee

Managing Time Using the ABC Method

- *Decide on Your Secondary Tasks*

A “B” item is defined as a task that you should do. But it only has mild consequences. These are the tadpoles of your work life. This means that someone may be unhappy or inconvenienced if you don’t do it, but it is nowhere as important as an “A” task. Returning an unimportant telephone message or reviewing your email would be a “B” task. The rule is that you should never do a “B” task when there is an “A” task left undone. You should never be distracted by a tadpole when a big frog is sitting there waiting to be eaten.

- *Analyze the Consequences of Doing It*

A “C” task is defined as something that would be nice to do, but for which there are no consequences at all, whether you do it or not. “C” tasks include phoning a friend, having coffee or lunch with a coworker, or completing some personal business during work hours. This sort of activity does not affect your work life.

After you have applied the ABC Method to your list, you will now be completely organized and ready to get more important things done faster.

Visualizing Your Success

Credit: Dr. Peter Chee

Managing Time Using the ABC Method

- *Start on Your A-1 Task*

The key to making this ABC Method work is for you to discipline yourself to start immediately on your “A-1” task - and then stay at it until it is complete. Use your willpower to get going and stay going on this one job, the most important single task you could be doing. **Eat the whole frog and don’t stop until it’s finished.**

Your ability to think through, analyze your work list, and determine your “A-1” task is the springboard to higher levels of accomplishment, and greater self-esteem, self-respect, and personal pride.

When you develop the habit of concentrating on your “A-1,” most important activity, you will start getting more done than any two or three people around you.

- *Create Large Chunks of Time*

This strategy requires a commitment from you to work at scheduled times on large tasks. Most of the really important work you do requires large chunks of unbroken time to complete. Your ability to create and carve out these blocks of high-value, highly productive time, is central to your ability to make a significant contribution to your work and your life.

Thoughtfulness may be defined as a careful concern for the secondary consequences of each decision and each action. This is the essence of strategic thinking.

Visualizing Your Success

Credit: Dr. Peter Chee

Managing Time Using the ABC Method

- *Start Immediately on Number One*

Successful salespeople set aside a specific period each day to phone prospects. Rather than procrastinating or delaying a task that they don't particularly like, they resolve that they will phone for one solid hour between 10 and 11 AM and they then discipline themselves to follow through on their resolutions.

Many business executives set aside a specific time each day to call customers directly to get feedback. people around you.

- *Create Specific Amounts of Time*

Some people allocate specific 30-60 minute periods each day for exercise. Many people read great books 15 minutes each night before retiring. In this way, over time, they eventually read dozens of the best books ever written.

The key to the success of this method of working in specific time segments is for you to plan your day in advance and specifically schedule a fixed period for a particular activity or task.

You make work appointments with yourself and then discipline yourself to keep them. You set aside thirty, sixty, and ninety-minute time segments that you use to work on and complete important tasks.

Visualizing Your Success

Credit: Dr. Peter Chee

Managing Time Using the ABC Method

- *Create Preplanned Periods*

Many highly productive people schedule specific activities in pre-planned time slots all day long. These people build their work lives around accomplishing key tasks one at a time. As a result, they become more and more productive and eventually produce two times, three times, and five times as much as the average person.

Taking 100% Responsibility

If you observe the behaviors and thought patterns of people who achieve very little in life, you will notice one thing they have in common: **they do not take full responsibility for the results that they produce.**

They are frequently engaged in blaming others and outside factors for their lack of progress, complaining about others, and many other things. They are fond of giving excuses for why things cannot be done and are good at justifying why

they are not responsible for their own failures.

Does this sound familiar?

Unfortunately, there are many such people around. No wonder, most people are not high performers.

When we deliver high-impact programs on The Success Principles around the world, the very first principle we coach people on is **“Take 100% responsibility for your life and your results”.**

Visualizing Your Success

Credit: Dr. Peter Chee

Taking 100% Responsibility

If you want to be successful, you have to take 100% responsibility for what you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings – everything! This is not easy, and that's why coaching is so needed in our world.

If you want to create the life of your dreams, then you are going to have to take 100% responsibility for your life as well. That means giving up all your excuses, all your victim stories, all the reasons why you can't and why you haven't up until now, and all your blaming of outside circumstances. If something

doesn't turn out as planned, you will ask yourself, "How did I create that? What was I thinking? What were my beliefs? What did I say or not say? What did I do or not do to create that result? How did I get the other person to act that way? What do I need to do differently next time to get the result I want?"

The basic idea is that every outcome people experience in life (whether it is success or failure, wealth or poverty, health or illness, intimacy or estrangement, joy or frustration) is the result of how they have responded to an earlier event or events in their life. If people don't like the outcomes they are currently getting, there are two basic choices they can make.

Visualizing Your Success

Credit: Dr. Peter Chee

1. They can blame the event (E) for their lack of results (O)

In other words, they can blame the economy, the weather, the lack of money, their lack of education, racism, gender bias, the current administration in Beijing, their wife or husband, their boss's attitude, the lack of support, the political climate, the system or lack of systems, and so on. If they're a golfer, they've probably even blamed their clubs and the course they played on. No doubt all these factors do exist, but if they were the deciding factor, nobody would ever succeed. Jackie Chan would never have become a world-famous movie star, Bill Gates would never have founded Microsoft, Steve Jobs would never have started Apple Computers, and Nelson Mandela would never have been conferred the Nobel

Peace Prize. For every reason why it's not possible, other people have faced the same circumstances and succeeded.

People stop themselves! People think limiting thoughts and engage in self-defeating behaviors. They ignore useful feedback, fail to continuously educate themselves and learn new skills, waste time on the trivial aspects of their lives, engage in idle gossip, eat unhealthy food, fail to exercise, spend more money than they make, fail to invest in their future, fail to tell the truth, don't ask for what they want – and then wonder why their lives don't work. But this, by the way, is what most people do. They place the blame for everything that isn't the way they want it on outside events and circumstances. They have an excuse for everything.

Visualizing Your Success

Credit: Dr. Peter Chee

1. They can instead simply change their responses (R) to the events (E) – the way things are – until they get the outcomes (O) they want.

People can change their thinking, change their communication, change the pictures they hold in their heads (their images of themselves and the world) – and they can change their behavior (the things they do). That is all people really have any control over anyway. Unfortunately, most people are so run by their habits that they never change their behavior. They get stuck in their conditioned responses – to their spouses and their children, to their colleagues at work, to their customers and their clients, to their students, and to the world at large. They are a bundle of conditioned reflexes that operate outside of their control. They have to regain control of their thoughts,

their images, their dreams, and their behavior. The things that they think, say, and do need to become intentional and aligned with their goals, their vision, and their purpose.

If people don't like their outcomes, they need to change their responses. People have control over three main things in their lives – the thoughts they think, the images they visualize, and the actions they take (their behavior). How they use these three things determines the outcomes they will experience. If they don't like what they are producing and experiencing, they have to change their response. Change their negative thoughts to positive ones. Change what they daydream about. Change their habits. Change what they read. Change their friends. Change how they talk and so on.

Visualizing Your Success

Credit: Dr. Peter Chee

So how do we get people to change? If we tell them that they have to change or we coerce them to change, then they are going to be resistant. Instead, we use the coaching process to empower people to want to change, and then we support them to make the change happen. We start by listening, observing, using our intuition, and asking

powerful questions using a simple yet powerful reframing technique according to the $E + R = O$ formula.

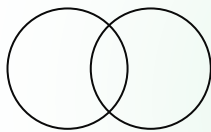
Here are two scenarios that demonstrate what happens when people reframe and change to a different response to create a different outcome that they want with the help of a coach.





04

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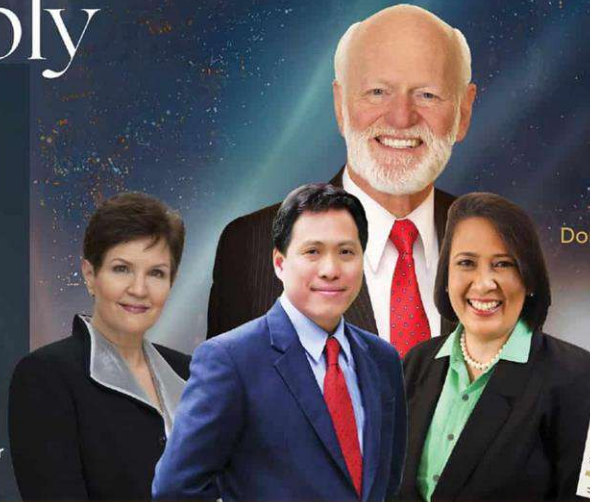
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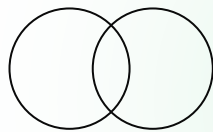
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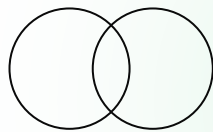
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06

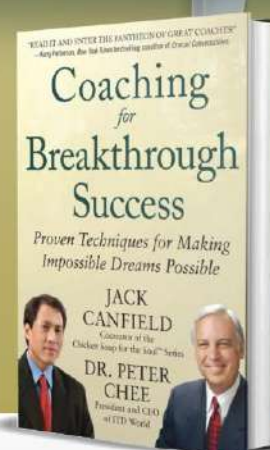
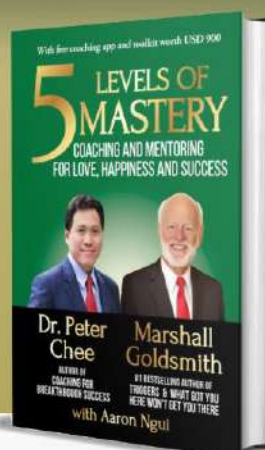
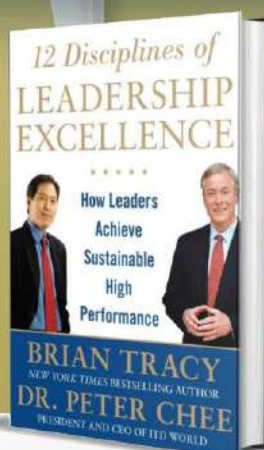
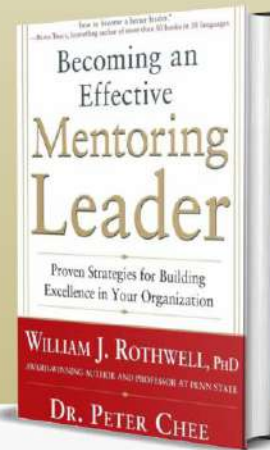
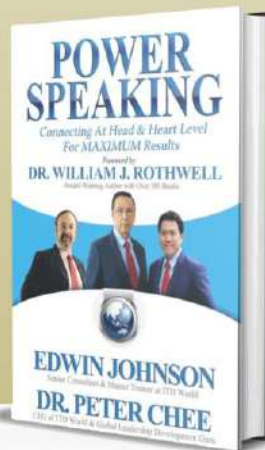
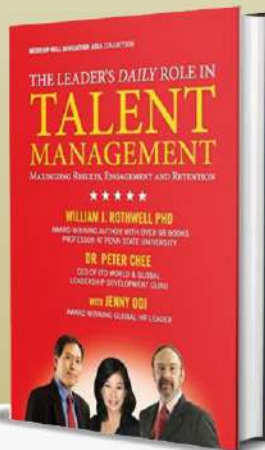
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