

'GOT A MINUTE?'

A question that a manager often asks other people. In this book we ask you this question: 'Got a minute, manager, ... for yourself?'

A lot is expected of you. Managing is a full time job, not just something you do 'on the side'. You are often busy and there is little room for reflection, however you want to know: 'am I doing it right?' This 'compass' can be used to help you find the answer. You can use it to investigate and discover what inspires you, what your strengths are, and what you can do to improve yourself even further.

Recent management topics and those which have withstood the test of time are covered, connected to each other in a logical way that provides an integral management approach.

By using recognizable real-life examples, the content of the book is easy to read and understand. In-depth insights are formulated in a practical way, and theory is clearly translated into 'doing': how can you apply this to YOUR work? This management book and the associated website www.hebjeeven.nl (English link available) allow you to achieve your goals easier, and with more pleasure and certainty.

Based on a deep respect for your role as a manager, we wrote this 'compass' book for you. 'Got a minute?' For yourself? Enjoy the book and we wish you the success that your inspiration deserves!

Toon van Mierlo
Reinwout Schram



ENDORSEMENTS

Kees van Opdorp, Managing Director Husqvarna:

Husqvarna has a clear worldwide vision in which people are absolutely central. Because of this vision, our employees can operate in a healthy and pleasurable work atmosphere. At Husqvarna we like to keep things practical, clear and feasible. This is why the book appealed to me. 'Got a Minute?' perfectly matches our internal philosophy. *It is a clear and straightforward compass for all our managers* who lead on a daily basis, and enjoy the profession of 'successfully developing other people'. Our customers also reap the benefits of this!

Ton Hopmans, Director HR. Randstad Nederland:

Randstad strongly believes in master / journeymen relationships. Managers are there to help their employees grow. This calls for managers who are actively working with their market, with the processes within the organization, and above all, with the human being. If our managers grow stronger, our employee's grow, and therefore so does our market share and our customer relations. *This book makes managers stronger.* An excellent contribution to the growth of quality.

Ruud Meijer, C.E.O. Salud Foodgroup Europe:

This book provides excellent guidance for executives who attempt to deal with all challenges that come from combining career related responsibilities with our social lives. We have implemented these guidelines in our organization and this has resulted in satisfied employees, a better output of the organization, and in the end, better results. *Inspiring and practical at the same time.*

Ronny van Geel, Director Product Management Cameras Grass Valley:

The authors of this book have managed to find a fresh approach to a genre which is already highly published. It's both *a really easy book to read* from beginning to end, as well as an *excellent reference book* for those situations we are all familiar with in our professional life. It manages to connect seemingly unconnected parts of the management puzzle, while it also reminds you that being a creditable manager begins with being a creditable human being. A very well written and useful book, for both your professional and private life.

Jan Marijne, C.E.O. Projective (search & selection):

Within every manager there is a human being. However, if you look at this the other way around, this is not always the case. During my work, I was given the opportunity to interview thousands of applicants, and I always asked them the question: 'Why do you actually want to be a manager? Or become one?' Often status, ego or salary (still) appear to be the intrinsic motivation. However, the most important motivator of an authentic leader is *to genuinely want to help other people* to make progress. It requires self-insight to determine whether you can do that, and above all, whether you really want that! *'Got a Minute?' helps you to discover this for yourself.*



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THE REASON FOR THE BOOK 'GOT A MINUTE'

Every manager, from a junior manager to a CEO has the same assignment:

The realization of goals together with their employees

This assignment is what connects all managers. You see this connection at places where managers meet, formally as well as informally. They are always talking about topics such as 'how do you do it?', 'what problems do you encounter?'. They wonder 'How can I do it better, differently, with more pleasure, and yet more easily?' in order to create a benchmark against which to measure their progress.

It does not matter if you are just starting as a manager, or already are very experienced: the central question 'how can I improve even more?' remains relevant to every manager. Also, if you are a CEO, this Compass will give you the ability to engage in even deeper conversations about the profession of management with your own Management Team.

THE HOW AND WHY OF THIS BOOK

We also encounter the aforementioned desire to learn from each other during our management courses. Managers say that they become inspired and improve by learning both from and with each other. They indicate that they find more success and happiness because they are able to make better choices. They often asked us 'why

don't you write a book about this?' To us this was the biggest challenge: How to write a book which stimulates managers to interactively engage themselves, their colleagues, and their employees in order to get an answer to the question 'how can I improve even more?'

Eventually we started, and wrote this Compass in which insights, stories, and experiences are displayed in a practical way. We were guided by an important need of managers: A easily readable, integral and practical management book, in which theories and models are connected to each other. They want tools to convert Knowing into Acting. This integral approach saves time for managers.

Every chapter has the same structure. In the blink of an eye you can see which subjects are being covered, and what the connection between the topics is. At the end of each chapter a powerful overview is presented which enables you to do something better, different or more often.

We start with chapter 0. A chapter in which you take a look at yourself as a person. This chapter is the foundation. Based on this foundation we build the rest of the book and give you the required tools to improve your management skills. Every chapter has its own colour and can be read separately as well. In chapter 8 all other chapters are joined and we make the book 'round'.

The website www.hebjeeven.nl further illustrates this book. You will find more in-depth information about the book through articles, surveys, scans and film clips. You can access this part of the website with the code from the book.



This book is written based on our tremendous respect for your role as a manager.

We invite you to take *your* road to success and happiness.

English circulation: September 2012

Aoon van Mierlo Reinout Schram

A part of the turnover of this book is invested in humanitarian aid to Karen children in Thailand. You will find more information about pending projects on the website www.hebjeeven.nl.

TABLE OF CONTENTS

- 4 Acknowledgement
- 6 Foreword
- 8 The How and Why of the book 'Got a Minute'
- 10 Table of Contents

0

CHAPTER 0 'KNOW YOURSELF'

- 12 Introduction
- 14 Discover the eagle in yourself
- 17 What shaped you in this life?
- 19 Rise up, see your horizon again
- 21 Your dreams and the people that constrain you (border bullies)
- 23 A look in the mirror of your ego
- 25 More balance by using your four intelligences
- 27 Your life vision
- 28 Summary

1

CHAPTER 1 'WHAT ARE YOU DOING?'

- 30 Introduction
- 32 Everything is expressed through your behaviour
- 38 Pitfalls created by habits
- 40 How do you break through undesired habits?
- 42 What are you good at?
- 46 What do you worry about?
- 48 Summary

2

CHAPTER 2 'YOU CONNECT THROUGH WORDS'

- 50 Introduction
- 52 The communication transmitter
- 53 The communication anchor
- 54 The communication quadrant
- 59 The communication snorkel
- 64 The communication food
- 67 Summary

3

CHAPTER 3 'RIGHT AND FULL MEASUREMENT'

- 68 Introduction
- 71 Measure the company goal
- 76 Measure the meaning
- 79 Measure 'doing the right things'
- 80 Measure 'the will and the ability'
- 83 Measure the effects of your communication
- 85 Measure the growth of your employees
- 88 Summary

4

CHAPTER 4 'TAKE CARE OF THE PEOPLE IN THE TRAIN'

- 90 Introduction
- 93 Are you worth having 'the right people in your train'?
- 94 Who exactly are 'the right people' for your train?
- 98 How do you get the right people in your train?
- 104 How do you make the right people stay in your train?
- 106 How do you let people get off your train?
- 110 Summary

5

CHAPTER 5 'YOU ARE NOT ALONE'

- 112 Introduction
- 116 'I feel so alone... so alone'
- 117 Teams, monkeys and bananas
- 120 Chaos is a path too
- 121 Your team as a collection connecting patterns
- 130 'Fantastic, all this similarity'
- 132 First trust, then success
- 138 Summary

6

CHAPTER 6 'YOU CHANGE THE BORDERS'

- 140 Introduction
- 143 Awaken
- 145 Visualize and materialize
- 150 Blocks and Holes
- 155 A leading team
- 155 Persistence
- 157 Resistance and support
- 159 Summary

7

CHAPTER 7 'YOU JUGGLE FOR BALANCE'

- 162 Introduction
- 165 How do you experience time?
- 167 What are you worried about?
- 173 Act-Distress and Think-Distress
- 175 Removing Act-Distress
- 181 Removing Think-Distress
- 183 You live NOW
- 185 You reflect and re-assess
- 188 'Feeling happy' as outcome
- 190 Summary

8

CHAPTER 8 'YOU LEFT FOR A WONDERFUL JOURNEY...'

- 192 All themes connected in one glance

- 194 Reference List
- 201 Author profiles

**'MAKE TIME YOUR FRIEND, SO 'SHOULD'
WILL NO LONGER HAVE A GRIP ON YOU'**

CHAPTER

YOU JUGGLE FOR BALANCE

Introduction

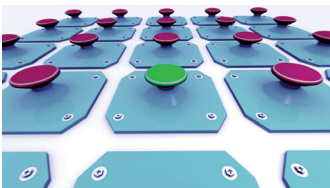
‘The quality of life of many managers is insufficient.’

Quite a statement for the beginning of this chapter. However, we make this statement because we experience on a daily basis that many managers feel like a Chinese circus performer: they ‘have’ to spin so many plates at the same time, which makes them both physically and mentally tired. They say their quality of life is under pressure. Hopefully you ‘have gotten a minute’ to read this compass book and have come to new ideas and insights through reading it. But how do you free sufficient time to apply all insights when you are already this busy? Maybe you feel like the lumberjack from the story below, and you stay on the old road after reading this book because you have no time:

‘There once was a lumberjack who had to work so hard to achieve his daily quota of wood that the sweat was constantly running down his face. He chopped and chopped, but he was making less and less progress. Slowly but surely his axe was becoming blunt. When people asked him, ‘why don’t you just sharpen your axe, then your work will go a lot easier and quicker?’ He answered, ‘I do not have time for that’.



Let this book and this chapter sink in, sharpen your axe again, and learn more about yourself in relation to the most common excuse: ‘busy, busy, busy, I do not have time to...’



‘Being busy’ is experienced in a very different way by each manager. We encounter managers who are very busy but still seem calm. They give the impression that they are in control of their planning and their activities. There are also managers who are less busy in terms of responsibility and amount of work than the aforementioned managers, but who make a very restless impression and are always ‘busy, busy, busy’. It is exactly these differences that make the phenomenon of ‘being busy’ so interesting. When you are intrinsically organized, you will recognize many things in this chapter, and you will quickly integrate the new ideas you encounter into your daily practice. The less organized manager will also recognize a lot, but for him it will be a bigger challenge to apply the tools.

The goal of this chapter is to achieve more inner peace. Inner peace is an absolute prerequisite to achieve a situation in which the spinning plates are in balance, and you do not constantly have to juggle. A better quality of working and living is on the horizon.

The next page shows the plan to help understand the blocks in relation to each other, and provides you with tools to apply these blocks to your own leadership foundation.

	Subject	Description	Example
1	How do you experience time?	Plenty of time, as long as you use it well!	'Of course I plan my time, otherwise I'd be worn out'.
2	What do you worry about?	Many managers think that 'being busy' is simply part of the job.	'I had no idea that stress had such clear consequences in the long run'.
3	Act-Distress and Think-Distress.	When the feeling of self-control decreases, distress in acting and thinking increases.	'Because of everything that is fired at me I do not feel balanced'.
4	Removing Act-Distress.	A lot of satisfaction can be found in 'doing'. How will you 'do' things in time?	'Once I learned to plan using golf balls, pebbles and sand, I achieved my goals'.
5	Removing Think-Distress.	How do you get more insight into the thoughts that occur in your head?	'I discovered which constraining thoughts created my distress'.
6	You live in the NOW.	Two emotions cost an unreasonable amount of time: regrets about yesterday and worries about tomorrow.	'I allowed myself to park the past and the future so I can feel more happy NOW'.
7	You reflect and relativise.	Self-reflection and relativising events, are important tools.	'I realize I can take a much more down-to-earth look at things'.
8	'Feeling happy' as outcome.	You cannot chase happiness. Happiness is the result of a number of developments inside yourself.	'Wherever I go, I bring myself. Therefore I have the tool for happiness within arm's reach'.

1. How do you experience time?

When we take an objective look at time, everyone has the same amount. However, everyone handles the 24 hours that are given to them each day differently. The way you experience 'time' has a direct relation to how you experience 'being busy'. When you feel that you are often short on time, and that you are always behind, you experience time as scarce.



In that case, your paradigm is:

'I have too little time to...'

However, when you start to see 24 hours as an incredible amount of time in which you can decide what you are going to do yourself, your paradigm is

'I have more than enough time to...'

The often heard, but very general complaint, 'I have too little time to...' can be divided in three kinds of 'time shortages':

1. Quantitative time shortage: You actually have too little time!

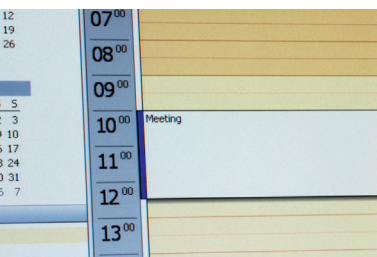
In the case of a quantitative time shortage you really have too little time. There is simply too much work to be done in the available time. You constantly start to spend more time on work. However you can only keep doing this for a limited time. In case of quantitative time shortage, you will have to delegate more activities or even structurally transfer them.

2. Qualitative time shortage: You do not have time for 'quality time'

In the case of qualitative time shortage you experience a lack of time to do those things which are important to you, both during your working day and during your free time. For example, you experience too little time to calmly think, reflect or to work out. It could happen that you finish your daily work, but that you do not experience any more time to fulfil your personal desires.

3. Psychological time shortage: You lose your freedom of choice

In the case of psychological time shortage, you have already been experiencing both quantitative and qualitative time shortage for a while. You have the feeling that you are being worn out by others (professionally and privately) and that there is *little or no own freedom of choice*. You start worrying more and more about all the things you still have to do, and it becomes more and more difficult to actually start doing these things.



Real life example about time shortage:

During a management course we covered the topic ‘being busy’. We asked the following question to the attending managers: ‘Who usually has time to do the things he wants to do?’ Not a single manager said that he had sufficient time to properly complete all of his activities, and still keep enough time for himself. One manager even said that he does have a structural time shortage, but that ‘is just part of his responsibility as a manager.’ ‘Because as a manager you are never finished’. We asked him how he plans his multitude of activities in his schedule. He uses the

scheduler in Outlook to plan both his private and his professional activities. We asked him if he would be willing to share his schedule with us using the projector, and we could see that he has doubts. He said: ‘I am willing to do so, but my schedule is not completely up to date yet’. What did his schedule display then?:

In his schedule for the current week are, divided over seven days, no less than five planned activities which take a total of 10 hours. Then he shows us his agenda of the past two weeks.

We see a similar picture: only a few activities, divided over these two weeks. One of the other managers asked him: ‘So what did you actually do in the time that was left between the planned activities?’ He replied ‘I know that I have been very busy, but I am not exactly sure anymore with what’. ‘I have such a large variety of tasks that it becomes impossible to document them all’.

This manager daily ‘withdraws time’ from the ‘time ATM’, does not have a single minute left at the end of the day and no longer knows what he spend it on. Because of this, he frequently finds red figures on his ‘time account’.

Recognisable? The story shows at least three things:

- The manager does not know accurately enough what he is spending his time on;
- This creates an insufficient focus on the right activities;
- His paradigm became ‘I structurally have too little time, but this is part of the job’.

For every management training, ‘planning’ is a rewarding topic. We see an incredible amount of variability in the way managers plan.

Time management?

Under this name, countless managers have been trained to manage their time better. They enthusiastically returned with new schedules, red and yellow time blocks, closed door-times and priority schemes. Everything was reduced to a system, and within that system, time management was made do-able. Unfortunately many relapse to their old habits after a few months, and cannot maintain the tight structure. This is understandable, for it is a misunderstanding that time can be managed. *Time cannot be managed*, and is ticking in the same way for everyone. What you can influence is the way in which you handle time yourself. And that starts with:

Self management, for 'if you do not manage yourself, you become a part of someone else's planning'.

2. What do you worry about?

Do you worry about all the things you still have to do, or do you worry about what this pressure does to your mind and your body, and the stress it entails. Stress is created by a combination of impulses from the outside, your experience with these impulses and your response to these impulses. Stress has a measurable effect on your physical intelligence. At first, your body responds by producing several hormones (adrenaline, among others) which put you in a state of awareness. Your pulse speeds up, your muscles tighten and your breathing speeds up as well. Because of this you are able to quickly respond and have a short peak performance. After this performance has been carried out well, the tension disappears again. This form of stress is not unhealthy and even functional. However when your body is responding as if you have to perform at your peak all the time, you will eventually develop serious issues. Your body will switch to alarm phase 2, producing another stress hormone: Cortisol. Cortisol will make you resilient to a threatening situation on the long-term, by amongst other things increasing the level of your blood sugar. More glucose is produced. You desperately need this fuel when you are in a permanent situation of stress. However, Cortisol has a very serious side effect: it suppresses the activity of your immune system. You become more susceptible to diseases, and not just for the flu. It is logical that your immune system is suppressed because your body needs all the energy to face the continuous stress. Recovery processes will just have to wait until better times come. A correlation has been found between the production of Cortisol and for example obesity, muscle decay, the development of diabetes, heart and artery diseases, more rapid aging, etc.





Experience story of a manager:

'I hadn't been feeling well for months. Slowly but surely I started to accept that this was because it was busy at work, and I was always busy at home as well. The result of this hard work was fine, and also for this year I was about to receive a good bonus. I enjoyed relaxing by drinking a glass of wine after a day's hard work. I realized that I was actually not feeling good when I was doing nothing! By getting on top of things again I often felt better. One day, I had heart palpitations, and my husband told me 'Monique, now it really is time to visit a doctor'. After several checks we heard the result: my heart was still ok, but I was full of stress hormones. Taking rest was causing more withdrawal symptoms instead of helping. The doctor said that this happens to people who get used to stress. My body was so used to 'pressure' that I, when I did nothing for a while, started feeling worse! Because of this I unconsciously sought out that pressure again!'

However, Monique kept going on 'Willpower' until she was exhausted, and was finally required to take a temporary step back. She had developed chronic stress, a disease which is the result of a constant strain on the body, in combination with too little time to recover from this strain. Monique was robbing her body, and no longer recovered in her free time: she was waiting for the weekend to be able to rest, but realized that on Monday she was in fact more tired after the weekend than before. The reason for this was that she wanted to catch up with things in her free time that she normally had no time to do. This 'catching up' alone was causing extra stress.

Experience story of a manager and his weekend 'catching up':

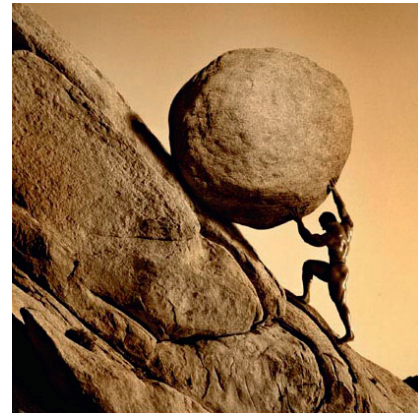
'When I come home on Friday night I really am too tired to do anything anymore. The traffic jams start earlier and earlier, and it takes me an extra hour and a half to get home. The children have already eaten, and I eat late with my partner. Often I fall asleep in front of the TV. The next day is dedicated to the children, and buying groceries together, watching a movie in the evening, going to a party or a dinner with friends, which often goes on until late. On Sunday we sleep in and have brunch together. After that I work out and then we do something fun with the children. Around seven o'clock we eat with our family, and then suddenly it is Sunday evening again. We put the children to bed, I prepare for an hour or two for the coming week, and then I go to bed as well. My partner already went to bed to read for a while and is already asleep, too bad. The next day the alarm clock rings at six o'clock again. With great difficulty I crawl out of bed and when I arrive at work I realise that I am not looking forward to another busy week. I am more tired after the weekend than before it, because the weekend was busy as well. It is almost as if I feel guilty for the lack of time spent with friends and family during the week, and that I 'buy off' that feeling of guilt at the weekend by wanting to be there for everyone. Still took too little time for myself - again!'

When your body is giving you signals, recognize and acknowledge these signals, and do not run away from them. An acute situation with stress is often clearly recognisable and motivates you to change something but, these lengthy, slumbering stress situations are often more difficult to spot. However, it is the sum of the smaller stress factors that will cause your body to permanently respond by producing Cortisol. The negative effects of this will only be noticed in the long term.

In our work we meet managers who are already in this downward spiral, but who are not willing or able to face it yet. Especially the men say: 'I perform the best under pressure!'. It seems like they see this as 'being tough'. However, they often do not know that they are doing a lot of damage to their body by the constant production of Cortisol.

Also in your country there are several institutions who work with managers who suffer from chronic stress complaints. If you recognize yourself in this picture of **Sisyphus** then it's time for you to dismiss yourself from this burden.

The stress monster occurs more and more frequently in our hyper transparent, hyper changing, hyper contribution sensitive, hyper-join-the-hype culture. Research indicates that a large group of people feels structurally over-stimulated and overloaded. This even applies to younger people from generations Y and Z. 'There is still so much to do, there are so many choices to make, and I am afraid that I will miss out on something if I don't take part'. In the last years a new word has been developed which symbolizes this excessive amount of stimuli:



Sisyphus (Greek mythology)

Infobesitas.

But...

There is another option as well, and that is 'NO'.

Having the courage to say 'NO' to this excessive amount of stimuli and temptations, to make space for peace and quietness. In this space and silence you will meet yourself again, and your battery will be recharged.

shhh...

shhh...

shhh...

When do you schedule ‘silence’? When are you ‘alone together’ with yourself?

*Silence by pressing the pause button of your daily life.
By seeing the frozen image, you will get a better view
of where the so-called ‘act distress’ and
‘think distress’ are coming from.*

3. Act-Distress™ and Think-Distress™

When you can lead and plan your own life, you experience self-control. When you became a part of someone else’s agenda and planning, your self-control is taken away and you can hardly maintain your own priorities. It becomes ‘too busy’ in your head.

Here is the story of Leonard’s experiences:

‘I am always very busy with all sort of things, but I am also always available for my employees and use the so-called ‘open door style’ of management. My employees frequently use this and I can often help them with their questions. Recently one of my employees said during a conversation: ‘Leonard, when I am talking to you, it is almost as if you are somewhere else with your thoughts. I get an answer, but we are not actually engaged in a conversation. Maybe you should close your door a little more often. Then I will plan my conversation with you, and will hopefully get your full attention!’ This remark got me thinking, and he was right. I talk with my employees while my thoughts are constantly wandering to all the things that I have to do later. This happens because I have the feeling that I have too little time to do everything. This stays with me all the time. It feels like time is running through my fingers like sand, and because of that it seems to take too long to handle everything.’

Leonard is too busy and experiences distress. We divided this distress into Act-Distress and Think-Distress.

Act-Distress is the distress which is created by poor planning, which gives you the feeling that you are worn out because you are constantly chasing but never catching up. For act-distress you barely have time to thoroughly think, and you are being pushed by the tidal wave of deadlines and ‘have to’s’.

Think-Distress is being engaged with thoughts other than those you should be focusing on right here and now. Think-distress manifests itself in thoughts about the past (regret, disappointment, insecurity, 'did I do that correctly') and the future (worrying, 'I still have to', 'how can I ever make that deadline', etc.) Think-distress is counter-productive as well, and puts you off-balance.

There is a direct relationship between act-distress and think-distress. They influence and strengthen each other.

Causes of Act-Distress

- **Poor planning**

You did not properly plan your Key Performance Activities and your most important private matters. They catch you off-guard and that is why everything has to happen at the last moment.

- **Too much on your to-do list**

You are too ambitious with your to-do-list and your planning, and you have planned too few free moments to handle unexpected issues. Activities that were planned earlier keep being postponed.

- **No time for rest is planned**

Always going on, always still something to do. Never a moment to quietly sit down and be alone with yourself. If you have a free 'hole' in your planning, you will fill this out with 'to-do's' again.

Causes of Think-Distress

- **Uncontrolled thoughts about the past and the future**

You are not in the NOW. Your mind wanders and you start thinking about that bad conversation that you had an hour ago, or you are worrying about the disappointing turnover figures that you will discuss with the board tomorrow. Thankfully, your mind can also wander to happy memories or future events, but these thoughts also keep you away from what is going on NOW.

- **Perfectionism**

Perfectionism essentially means that you are never free from worries. Your thoughts are always thinking about the question 'Is it good enough?' and the very restricting belief 'I can always do better'. Because of this, you will never be finished and that costs a lot of energy and time.

- **Insecurity about yourself**

Insecurity about yourself will cause a disproportionate amount of your energy and time to be spent on thoughts about yourself, and the effect of your actions on your



environment. These (worrying) thoughts keep you away from focusing on the things you should be doing at this moment.

- **Taking yourself too seriously**

You are too involved with yourself; your mind wanders to achieving your own goals and your own success. There is almost no space in your head for relaxation, to have a good laugh with your employees, and to tell stories that are, for once, not about work. You risk becoming cramped, which will only increase the feeling of ‘being busy in your head’.

- **Desire to have and keep too much control**

By wanting to know everything, you try to get a grip on your environment and your employees. You want to be ahead of everything, and you think about all the things that can go wrong. You constantly check if your employees are doing the right things and if they will meet their deadlines.

- **You want to do too much alone**

You believe that when you do it yourself, it happens a lot faster and better. Or you have been disappointed with the work delegated to others, and end up picking up things yourself again. Or you prefer to do your own thing outside of the eyeshot of others. Essentially, you are just not co-operating enough.

- **Not creating boundaries**

You give the impression that you have more than enough time, people walk in and out of your office. You allow your planning to be interrupted by ad-hoc solutions, and too little you say ‘no’ to all kinds of stimuli which are passing.

How to remove Act-Distress and Think-Distress?

4. Removing Act-Distress[™]

A first step towards removing Act-Distress is to

accept that you are never finished.

It is an illusion to think that you have finished with your to-do lists at any moment. Something new will always show up, often from an unexpected direction.

Accepting the situation that you can never be finished is the basis to remove Act-Distress for yourself. This does not mean that you can just focus on the issues of the day, because there definitely are important tasks in your life which require thorough planning and structured work.

The art of removing Act-Distress is seen in the metaphor of the jar filled with golf balls, pebbles and sand:

**'NO ONE RETURNS FROM A JOURNEY
THE SAME WAY HE OR SHE LEFT'**

Graham Greene, 1904-1991



8

CHAPTER

**SCANNING THIS BOOK, CHECKING WHAT YOU
ARE DOING WELL AND WHAT CAN BE IMPROVED.
YOU ARE IN MOTION WHILE LEARNING! ON THE
NEXT PAGE ALL THE THEMES ARE DISPLAYED
ONCE MORE AND CONNECTED TO EACH OTHER.**

YOU LEFT FOR A WONDERFUL JOURNEY...

	Title	Focus	Description
0	'Know yourself'.	Me (feeling and knowing)	Your foundation: the baseline for everything. Reflection, returning, refreshing, becoming an eagle again.
1	'What are you doing?'	Me (doing)	Your behaviour: the translation of chapter 0 to your behaviour. Being authentic. Acquiring leadership over your own behaviour.
2	'You connect through words'.	Me and the other	Your communication: Obtain a better connection with others. Influence people in a calm but strong way by using the right communication.
3	'Right and full measurement'.	The other (individual)	Your individual employee: With the results of chapter 0, 1 and 2 you focus on justly and specifically developing your individual employees.
4	'Take care of the people in the train'.	The other (composing team)	The composition of your team: From development of the individual employee in chapter 3 you will proceed by creating an optimal composition for an effective team.
5	'You are not alone'.	The other (developing a team)	Developing an effective team: after applying the concepts of chapter 4 you have all the right people in the train. Now you will create a unified team that cooperates based on trust and result-orientedness.
6	'You change the borders'.	My team and I (in motion together)	Change management: You and your strong team are ready to implement changes within your organization.
7	'You juggle for balance'.	Me (energy through balance)	Balance and rest: In chapter 0-6 all important issues have combined into an integral approach. How will you keep all the plates spinning for yourself? How do you remain fit?
8	'You left for a wonderful journey...'	Connect	The raindrop falls in the water and creates ever increasing rings of influence.