

# THRIVE!

## 12 Rules to Creating Successful Teams and Organisations



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# Business Watching

For over 25 years, I have provided leadership and team development and business solutions to countless Organisations on three different Continents - some as small as Pop's Corner Store, medium sized Government agencies, educational institutions and at the other end, impressive and highly profitable Corporates.

Working for corporate Organisations and in the community, government and education sectors, I am very familiar with how successful companies are structured and what it takes to create and run a successful and thriving business.

I'm a people watcher. I have been doing this for 30 years - in relationships, in businesses, in communities and in broader society. I was drawn into the business of psychology and Organisational development over three decades ago. This included in-depth study and teaching psychology at two leading Sydney based Universities whilst also consulting for many different Organisations at the same time - helping them develop their businesses, leaders and people at all levels in their companies.

This book is the culmination of working alongside leaders and businesses for many years and watching what works and what does not. It outlines 12 simple rules that you are encouraged to use to run your business (or department) well, what to look out for and where to constantly place your focus.

## Where has the Passion gone?

Many leaders, at all levels, seem to have lost their passion, their energy, their verve! They've lost their spark! Leading has become 'all too hard.' Many are tired - of doing the number crunching, sorting out ongoing workplace conflict, trying to make a difference for their company in an ever increasingly competitive world. The fun isn't there anymore. The 'joie de vivre' left a while back.

The point is: how do they get their 'zing' back? Can they? How can they create such a smooth flowing Organisation that they can enjoy more freedom, choose to go on well-deserved, more regular breaks and spend more time with their loved ones?

The research around employee engagement is conclusive - the more people are treated well, made to feel that they contribute, have rewarding and interesting careers and find satisfaction in their work, the better they perform well.

Creating passionate and productive teams and Organisations is a leadership challenge and is not that difficult to achieve - as long as key rules are followed and sustained.

## Getting the Basics Right

It's about getting the basics right. Putting the fundamentals in place. Laying the concrete slab correctly - then slowly and methodically building the house on top of it, paying attention to each important rule to ensure the end product (your rock solid team or business) stands tall and is rock solid.

## Rest up before we go full Speed ahead

Let's get started. Let's build your business step by step. Let's get the rules right so that once implemented into your business, your role as a Leader will be smooth and enjoyable, and undoubtedly challenging at times.

Before you begin, rest up! Take a few days to be recharged and energized. Creating a thriving team, department or business takes dedication and true grit, but you're up for the challenge.

Let's do this!

## A Thriving Team, Department or Organisation is about Leaders and People

- Without motivated and engaged people, you have no business over time
- Without clear leadership and people knowing where they are going, you have chaos
- Without a clear understanding of who is responsible for doing what, you get confusion!
- Without fun and excitement, you get boredom, disinterest – and your human capital walks out the door!
- Get inspired as a Leader and be inspiring!
- Become the positive force that you want to see in your Organisation
- Be the leader that everybody admires for having great relationships and running a profitable company where people love to work!

## Some Workplace Statistics

People who are happy at work:

- Are 180% more energized and motivated in their roles
- Experience 155% more happiness in their jobs
- Are 108% more engaged in their work
- Are 67% more likely to stay

**Source:** Emotions and Behaviours at Work (EBW)

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# Thrive!

## 12 Rules to Creating Successful Teams or Organisations

### Rule 1: Workplace Wellness Test

To commence the Program, let's see where you are. How are you going? Let's complete an environmental scan of your business. We provide a Workplace Wellness Test to help you assess where you are right now. This is an important step because you need to be able to measure how successful your strategies in the Program are, over time, to see what you need to modify and what is working well. You can also perform a SWOT Analysis every six months (Strengths, Weaknesses, Opportunities and Threats) and assess what needs to be done to improve the productivity of your team or business.

### Rule 2: Dream

In our experience, the majority of people in an Organisation, at any level, do not know what the Vision of the Organisation is. We recently worked with the Board of a very large Organisation and we asked the 13 people in the room what the Vision of their Organisation is.

Surprisingly, not one of them could tell us what it was. They could tell us some aspects of it, but between them, they could not tell us precisely what it was. If the Board does not know, how can we expect people down the line to know where they are going? If the head honcho's don't know what the Vision is, how will anybody else know what they are aiming for, or when they have arrived?

Get your Vision right. Then get it out there. Make sure everybody knows what it is. Align your ducks in a row so everybody knows where they're headed.



### Rule 3: Serve

Consider the traditional structure of an Organisation. The classic 'pyramid' where the Executive roles are at the top of the triangle, followed by Senior Managers, Middle Managers and finally, the workers - at the bottom of the triangle.

Of the 6 internationally recognized leadership styles Servant Leadership proposes a whole new way of leading. In this approach, a paradigm shift occurs. The traditional 'triangle is turned upside down,' and the CEO and senior executives are at the base of the Organisation and it is their role, each and every day, to serve their people well. To provide them with necessary resources, skills, competencies and opportunities to perform their roles well, and ultimately ensure the Team and Organisation thrives.

## THRIVE! 12 Rules to Creating Successful Teams and Organisations

Based on ten guiding principles, servant leadership is a philosophical (some say spiritual) approach to leading from behind, based on sound business principles, such as humility and servitude.

*The term Servant Leader was first termed in 1970 by Robert Greenleaf who describes it as 'The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions.'*

**Source:** <https://greenleaf.org/what-is-servant-leadership/>



Learn more about how to create a passionate and engaged workforce at <http://puremagicbusiness.com.au>

### Rule 4: Roles and Rules

**Roles:** Too often there is confusion about who does what? Whose role is it to do a specific task and how is it measured?

In some Organisations, clear descriptions of positions are not identified and because performance is not (regularly) assessed (or at all!), tasks are not done or are incomplete. The Organisation's productivity struggles, frustration runs high and the 'blame game' goes into top gear.

Make all position descriptions clear. Ensure people know what their roles involve and work out how you will regularly measure their performance. Don't tolerate serial non-performers. If you have tried to help them improve their productivity to no avail, help them seek a future elsewhere!

**Rules:** Together with your people, design the template of 'how we behave around here.' Good old-fashioned respect, emotional intelligence, being courteous and resolving conflict calmly and effectively never fails, but seems to have gone out of fashion in many companies. Involve your people in creating a Code of Conduct to outline expectations of behaviour and what is acceptable or not.

## **Rule 5: Challenge**

The greatest threat to any business is complacency. 'Half a job' is better than 'no job at all.' Where t's aren't crossed and I's aren't dotted. 'Near enough is good enough.' No, it's not! It will never be!

Organisations that thrive are always looking at ways to work smarter, not harder. They keep asking themselves 'how can we do this better?' 'What can we do to improve the process or service we offer?' 'How can we as a team strive to do things better?' A healthy mindset!

Keep up with technology and innovative business practices. Keep abreast of what your competition is doing! They will be watching what you do – because they want your business, they want your customers and they want your profits! Even your top people. Complacency is a leadership issue.

## **Rule 6: Your People, Your Family**

The two main roles of a leader are to focus on tasks and relationships. Everywhere! Every person in the company is paid to do their job well and have great relationships at work.

If the relationships are poor, the tasks will be compromised. Put as much energy and effort into ensuring relationships are good as you put into tasks. Highly performing Organisations have got this right. It is only through collaborative and supportive relationships that the business outcomes of individuals and teams are consistently achieved over time.



*A 2008 study done on Workplace Conflict in the USA found that employees spent 2.8 hours per week dealing with conflict. This amounts to approximately \$359 billion in paid hours (based on average hourly earnings of \$17.95) or the equivalent of 385 million working days.*

*That's a lot of time spent gossiping, protecting turf, retaliating, recruiting people to one side or the other, planning defenses and navigating the drama.*

*More importantly, that's time not spent answering customer questions, filling orders or doing the job employees were hired to do.*

**Source:** <http://www.entrepreneur.com/article/207196>

**Some solutions may be:**

- Treat your people as you would your family
- Be kind and compassionate, show interest in them, ask about their lives.
- Provide them with resources to help them thrive
- Help them grow
- Happy and competent people = profitable Organisation

## Rule 7: Ask and Tell

One of the greatest challenges facing Organisations is getting communication right. Often communication is left to chance, or managers hope their people 'will get it right,' or there is simply 'not enough time to pay attention to communicating with others well.' Too busy, too stressed. Too many more important things to do.

Wrong! Time to change that attitude. **Communicating well and with clarity is the single most important aspect in business.** Without it, you have nothing because systems, processes, policies and people will fail. You can have the most amazing product, deliver the world's most effective service, but in time without communicating well all the time, your business is on a downward spiral.

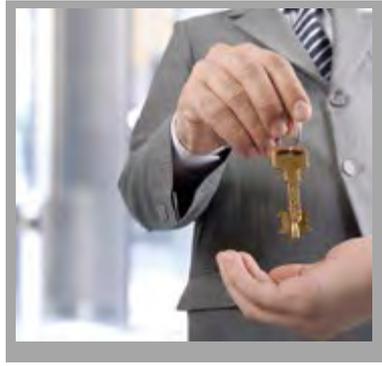
According to research, a typical manager spends 2 days each week dealing with workplace conflict - 96 days per annum (3 months)!

- Create consistent and effective communication processes in your Organisation
- Create cross-functional opportunities for people to spend time growing in other areas
- Ensure behavioural expectations are clear to everybody
- Train people in soft skills such as being assertive and active listening

## Rule 8: Recognise, Reward, Succession

- We all want to be recognised for doing our jobs well. We all like success, regardless of whom we are. We want to be praised for things we do well.
- From a psychological perspective, we know that the more you reward behaviour, the more it will be repeated.
- Create a 'can do' and supportive Organisational culture where people are encouraged to succeed and rewarded when they do.
- Implement a reward and recognition scheme into the Organisation (which can involve bonuses, increased salary, dinners, harbour cruises or televisions, for example) but never forget the simple 'thank you.'
- Reward publicly; give constructive feedback sensitively and one-on-one.
- Identify key roles and upskill the people who are assessed as the successor in any role. (Business Succession Planning)

Learn more about how you can create competent leaders, capable staff and productive Organisations  
Book leadership and/or people development programs today!  
See [www.puremagicbusiness.com.au](http://www.puremagicbusiness.com.au) and contact us!



*A smart business owner is a forward-thinker. They know that at some point in the future there may come a time when they need to pass the reigns of the company onto someone else, whether it's a family member or trusted employee. Succession planning is a logical step for a business owner who wants their company to keep running, even when they're no longer able to head up operations.*

Source: <http://smallbusiness.chron.com/importance-succession-planning-5129.html>

## **Rule 9: YES!**



There is nothing more inspiring than working in an Organisation that has a 'can do' optimistic culture. A place where people look forward to coming to work, where relationships thrive and tasks and projects are regarded as energizing and worthwhile.

Think of the opposite – People are not enthusiastic about their work, communication is at an all-time low, staff morale is at the bottom of the barrel and employees are trawling job seeking websites.

Optimistic and achievement focused companies aren't hard to create. It's all about attitude and resources.

- As a leader, be consistently positive and upbeat about everything and everybody with whom you come into contact
- Energise your troops – create opportunities for them to move into other departments or up the Organisational ladder.
- Enable people to try new things and innovative ways of working – this creates an exciting and enjoyable work culture
- Learn from mistakes - we all make them. Don't chastise and belittle those who make mistakes. Encourage people to reflect on them and consider what they would do in the future to ensure they don't occur again.

- Encourage your people to take 'calculated risks' by trying new ways of working. This keeps them engaged in their work (and creativity) and adds 'newness' to their working days.

To learn more about creating a 'can-do' workplace culture where people love to come to work, visit <http://puremagicbusiness.com.au>

## Optimism Pays Off

*Managers who are optimistic raise the aspirations of people to achieve their individual best by focusing on innovation, problem-solving and creative failures. Customer-service representatives who are optimistic are more likely to connect with the customer and ensure a positive outcome to the interaction. Line staff who are optimistic will be able to find the positive when the inevitable changes occur in policies and procedures. Salespeople who are optimistic will make more sales. By teaching and fostering optimism in the workplace, you help your employees tap into and use their full potential as you unleash your own capacity for success.*

Source: <http://www.leader-values.com/article.php>

## Rule 10: Heart

Research suggests that there is a powerful link between productivity and compassionate leadership. Historically people in Organisations have not been encouraged to bring their issues to work. If you had a problem, you were encouraged to leave it at the door when you came to work. Whilst you were at work, you had to be productive, energised, focused. At the end of the day when you are walking out the door, take your bag full of negative emotions and problems with you!

Uninsightful and unrealistic! We all experience feelings and thoughts. We need to place equal focus on both. Emotionally intelligent Organisations know that when people have problems (as we all do at times) the best thing to do is to help them, care for them, encourage them. The wise and emotionally intelligent leader manages their emotions well and uses them to create supportive and encouraging workplaces where people thrive.

There is much research about the Emotionally Intelligent Leader and outcomes show that a compassionate and engaged leader is more influential, more highly regarded and has greater influence over others than those who are not emotionally intelligent.

**Statistics about compassionate leadership are staggering, including they:**

- Give 49% more recognition and acknowledgement to employees
- Foster 18% more involvement and co-operation amongst employees
- Are 59% more likely to communicate a clear vision and goals for the future
- Are 26.5% higher in innovation and encouragement of their staff to think about problems in new ways



## Rule 11: Fun

Many leaders and Organisations appear to have lost their passion! Fun went on holiday and never came back! Laughter and enjoyment left a long time ago.

For many, it's all work and little play. Squeals of delight are scarce and fun is taboo.

Leaders are responsible for creating the culture of an Organisation – good or bad. It is the leaders who create a fun, enjoyable 'feeling' in an Organisation or one that is more formal, stiff, or is stifled with fear. So which do you do?

Make your people feel part of something special. Create an environment where they cannot wait to get to work. Create an Organisational culture that is where people want to stay, want to grow and are committed.

Statistics indicate that people who enjoy going to work are more productive. Fun environments make people happy.

Lighten up! Create hype! Get the fun happening. There are many ways to do this:

- Create a cross functional team with the major purpose being to create strategic, outcomes focused FUN!
- Crazy hat days
- Weird tie or jacket days
- Multi-cultural food days
- Ten Pin Bowling
- Soccer Competitions

## Rule 12: Reflect

As part of continuous improvement, high performance teams and Organisations regularly engage in 'reflective practice' as part of their daily operations. Too many companies we work with are so busy with tasks and getting things done, that they seldom have time to think about how they are travelling. A mistake!

## **THRIVE! 12 Rules to Creating Successful Teams and Organisations**

Don't become another statistic where your opposition wins your clients or where a product you manufacture is no longer purchased by your clients.

- Set time aside each day and at regular meetings to look at how the team is going
- What are its strengths, weaknesses, opportunities and threats?
- Devise action plans to improve weaknesses and grow opportunities
- Keep focused, fresh and energised
- Create a workplace culture where people are inspired to look for innovative ways of doing things smarter, not harder
- Reward those who make suggestions about improvements that are adopted



## **Conclusion**

Leadership and running a business is not easy. It takes skill, resilience, a range of competencies and an attitude of humility and optimism to be outstanding in the role.

Helping your business THRIVE is a simple 12 rule Program that has been designed, through decades of research and experience, to help you implement the basic foundations to help your people and business thrive.

Be passionate about what you do, find enjoyment in your work, love getting up in the morning to go to your place of employment, find meaning in your role and help your people and business **THRIVE!**

You will find the most amazing freedom if you do, and never look back.

**You can book Caryn Walsh for thought-provoking and insightful Keynotes and Organizational Leadership and people development Programs**

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# Recommended Reading

- Bouris, M (2013) What it takes – An attitude of hard work, commitment and purpose, Arena Books, Australia
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*Workplace statistics -* <http://www.ebwonline.com> (Accessed February 23 2015)



## About the Author

Recently described as '*Australia's answer to Oprah Winfrey*', Caryn Walsh speaks to, and trains, audiences of thousands each year on various Continents around the world.

A vivacious international Keynote Speaker and Facilitator, Business Consultant, Executive and Life Coach and Psychotherapist, Caryn talks at Conferences and Forums and trains audiences of thousands all over Australia and internationally, in Africa and the South Pacific region.

At the helm of Pure Magic International Business Solutions (Leadership, People and Organisational development specialists) Caryn consults to all types of Community, Corporate, Government and Educational Companies.

During an impressive career that's also included almost three decades working as a Psychotherapist in private practice and lecturing in psychology at two leading Australian Universities for a decade, Caryn has consulted to many organisations in Australia and the South Pacific region on leadership, staff and Organisational development and change management. She still does. As an international Coach and Facilitator, her firm belief is that through exemplary leadership, collaboration and co-operation, we can create a more harmonious world – all over across the globe.

Her audience members - now numbering in the tens of thousands - love the energy and inspiration she shows.

### Award Winning Leader – A little recognition

An award winning professional, she has the following under her belt:

- **2016:** Coach of the 2016 Australian CEO of the Year (APAC)
- **Finalist:** 2017 Best Implementation of a Blended Learning Solution (AITD)
- **Finalist:** The 2015 Australian Learning and Development Professional of the Year (AITD)
- **Finalist:** The 2015 Woman in International Business of the Year Award (NSW Premiers Award)
- **Winner:** Highly commended Award for **Top Teams** – Creating and Sustaining High Performance Program (AITD)

**Business Coach** - As Coach to CEO's, senior managers and team leaders, Caryn helps countless Organisations move towards high performance through her leadership and staff development programs and her coaching strategies. She is well known for helping Boards and CEO's turn their businesses around and in 2016 was Coach of the **2016 Australian CEO of the Year**.

## THRIVE! 12 Rules to Creating Successful Teams and Organisations

**Author and Columnist** – Caryn writes monthly for the national and international media and has written four e-books about Leadership, Empowering Women, Having Successful Relationships and Thrive or Dive? 12 Rules to Guarantee your Business' Success!

**Coach of Women** – Caryn coach's women, of all ages, both within Australia and internationally, driving them towards success and to be the very best in life they choose to be. She delivers programs aimed specifically at women, runs Retreats, coaching and monthly webinars as part of this initiative.

**Key Note Speaker** – Caryn speaks at about 20 Conferences each year in Australia and internationally and her audiences - now numbering in the tens of thousands - love the energy and inspiration she brings to the stage.

Audiences, clients, colleagues and friends describe Caryn as very funny, with endless energy and optimism, and an incredible joy for living and helping those around her become all they want to be.

*'She is, quite simply, one of those dynamos who greatly impacts those she meets in the most positive way. A top performer.'*

*Natalie Welch, Executive Manager, People and Culture, Challenge Community Services*

**For more feedback on Caryn, see [www.puremagicbusiness.com.au](http://www.puremagicbusiness.com.au)**

**Book Caryn Walsh to speak at your next Conference or to chat about any leadership, team or Organisational requirements you have  
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