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ARCHETYPES OF
LEADERSHIPS

SELL IT LIKE A
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THE STORY BEHIND

WALT DISNEY

THE CREATIVE EDITION

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E V O L V E

YOURSELF | YOUR TEAM | YOUR ORGANIZATION

FROM THE EDITOR:



In this issue we have featured Walt Disney as our inspirational leader for creativity, as he certainly earned the right to wave the creativity flag. One of the greatest qualities we can be blessed with, and one of the main traits that make us successful as individuals and as a species, is creativity. Yet many of us never allow ourselves to fully express it. This is partly due to the fact that many of us find ourselves working in organizations that are highly competitive and extremely focused on productivity. As a consequence our brains get filled with lots of left-brain-centric work such as finances, numbers, accounting, computers, programs, policies, procedures, KPI's, and to do lists etc. and creativity gets suppressed.

I'm hoping that leaders will come to realize, that even though they work under a lot of pressures, they can't keep driving organizations by numbers. We live in a world that is increasingly complex, chaotic and confusing and the challenges we face require creativity at every level of organizations, as without creativity we would still all be living in the Stone Age.

For organizations to flourish, we must create environments that foster creativity in all its diversity. We cannot find all the answers to our problems in the world from the rational, logical and scientific. We need to bring other competencies into the equation: creative, artistic, imaginative, symphonic, and mythic.

When I look into my crystal ball of the future, I see AI creeping its way in and taking over a lot of those left-brain jobs. So now is the time for everyone's right brain to take center stage, as that will be our advantage over AI robots. Now you might assume that creative thinking is just another small and inevitable next step for AI systems but computers aren't even close to being ready to supplant human imagination and creativity and may never be able to do so.

In light of the inexorable march of AI, one thing is now clearer than ever: if you want to future-proof your brain, make it more creative, as the one cognitive skill that will give you the most value and distinctiveness as a professional will be your imagination - your ability to generate and develop inventive, ingenious and original ideas.

So for anyone who has ever dreamt of getting a Masters of Fine Arts - go for it, as it may well replace the MBA! And, ideas could become a new currency of the future!

Editor In Chief.

Julie-ann Odell



Our aim is to help individuals and teams soar to new heights of untapped potential. Our high-impact, customized programs include experiential learnings that explore the depths of collaboration and self-actualization with an emphasis on company vision, mission and values. We design all our programs with the understanding that every member of a team is integral, and by strengthening each part, ultimately you perfect the whole organization. We believe there are no limits to what people can achieve together when they truly collaborate.

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SELL IT LIKE A STORYTELLER

Selling: we all do it. All the time, all day, every day. By: Eman H. Omar

A few years ago, I got a chance to go on a trip to Siwa; alone, for three weeks, to live on and take care of a farm while its owner went to his brother's wedding in Assiut. Can you imagine an Egyptian single girl in her twenties asking her father to go on such a trip? It was undoubtedly a lot to grasp for anyone, but for a father nearing his seventies, it was quite a heavy load!

I knew I was in for one of my strongest **sales bids** to date, and I needed to be prepared. The regular approach would definitely be blocked or full of obstacles at the very least; and I was aiming for a smooth ride, if not a pleasant one. I decided to play on **Empathy**, so I told the story from the very beginning...

"Six months ago, I had left my last full time job, was fed up with my whole career, and needed a real break. So I started to look for volunteer or paid jobs outside Cairo. I knew from friends that there are many NGOs and culture centers working on the development of touristic-yet-humble cities around Egypt; like Nubia, Dahab, Nuweiba, and Siwa. So I started sending to different places but all the replies said that no volunteers were needed at the time. I was really devastated, I felt caged, you know it has been my dream to travel alone and work for a while. I needed that kind of experience, to have the kind of stories you told us about your youth... Just this week, an NGO sent me about this opportunity in Siwa...So what do you say we give this a shot?"

After stating the facts, and with a bit of negotiation and financial talk, I successfully got the approval to go on my little adventure in the Western desert of Egypt.

How, you ask? Well, first, I did not start with the request, nor did I state the facts about the trip. I began instead with the problem I was facing, how it all started,

why I wanted to travel, what I did to make it work, and then the downfall and how disappointed I felt. I walked him through what had happened, slowly made him empathise with me; feel - or at least understand - what I'm feeling, so when the moment came and I asked him for what I wanted, it was as if he was on my side, and as excited as I am to have found this opportunity.

If you haven't already figured it out, I have used storytelling to win over my audience (my client) and the decision maker on my deal; the same technique we use everyday, without even noticing, to convince anyone of anything.

Storytelling is one of the trendiest selling techniques and is getting more and more popular in sales courses; but despite the recent hype, using storytelling for sales is nothing new. Stories have existed since the beginning of time. No one can argue their importance in our lives, how attracted we are to them or how they can shape our imagination and play with our emotions. Even as grown ups, we are attracted to stories all the time, from books to movies to that one gossip in our group of friends - the one with a new story

every week. But what about storytelling in business? How can there be a link between storytelling and decision making, especially in a sales deal?

Neuroeconomist Paul Zak have conducted a series of experiments and found out that when people hear stories, their bodies release Oxytocin, the hormone responsible for love, empathy and social connection. It is commonly referred to as the "Trust Hormone". His experiments showed that when a group of people were shown a short sad story of a father and his dying son, they were much more likely to donate to a charity for ill kids or give money to a stranger (in the experiment room) than those who had watched a simple video of father and son walking in the zoo.

This tell us two things; one is that stories can change the way you see things, increase the extent to which you relate to the person, and affect your decisions. But it also tells us that not any story works, nor can any line of events create a story (father and son in the zoo did not have any impact on people); stories have a specific structure. There are phases to every story, and guidelines on how to tell them for maximum effect.

Let's look at how you can properly use storytelling to appeal to your audience, with a focus on selling.

KEEP IT RELEVANT AND RELATABLE

When speaking to an audience, what good would it bring to tell them a story they have nothing in common with? Always tell stories people can relate to, even if you haven't been part of it. Find success stories of companies in their industry, entities of the same size or culture, or at the very least, existing in the same country/region. And try to stay away from cliché stories that the client must have heard a hundred times before, unless you bluntly state that this is a cliché that works for this particular situation.

USE METAPHORS AND ANALOGIES

People think in pictures, it's a fact. When you tell someone the word *elephant*, or *house*; they don't see the word written in their mind's eye, they see an image of it. Likewise, metaphors make it so easy to imagine what you're saying. Let's say you're trying to land an account for your digital media agency, their company has a great product but very little visibility. Telling your client that *"without digital presence, it's like you are watering your plants without exposing them to the sun"* would make a much bigger impact than telling them that they need more exposure for better sales or when your product/service to others in the market, try saying *"we're the Mercedes of shipping service"* instead of *"we're the best at what we do"*, and see the difference in people's reactions.

MIX FACTS WITH NARRATIVE TO APPEAL TO BOTH LOGIC AND EMOTION

When you're telling a story about a certain company that made it big through digitizing their operations, changing their internal culture, or their marketing strategy, don't just narrate a story that is nice to hear. Fill it with real numbers, dates and percentages. Human beings are emotional creatures, they think with their heart, but they like to rationalize their decisions, especially in business, where money is at stake. So give them data of different sorts to appeal to that little "devil's advocate" inside their minds.

CREATE SUSPENSE AND CONFLICT

In every story, the plotline needs to rise first before reaching a climax and then falling into what is called a "denouement", or a resolution. Likewise, when telling your story, start with the problem, the situation that needed to be resolved. In the personal story at the beginning of this article, I started with the chronological order of events, not in order to make sense, but for the sake of letting my father walk with me through my problem, imagine what I did and how I felt. And then I presented him with a solution.

Even if they refuse to admit it, when you finally tell your clients how the problem was resolved, they feel the relief as if they were part of the story. They have already put themselves in the characters' shoes, and are willing to take decisions would be fix this problem (one that they probably suffer from as well). That is your cue to present your product/service!

GET PERSONAL

Do not be afraid or embarrassed to share personal stories with your clients. Even if they're not business related, they could be a metaphor with the same morale that you want to send through. I would gladly share the above story in a professional setting and I know people will relate, especially if there are women in my audience. Personal stories are the quickest way to build rapport and create connections with your clients, even before you talk business.

REHEARSE!

Write down your stories, tweak them to perfection and practice saying them. You are on stage most of the time in business, you need to sell internally and externally, and you need to be prepared for curtains rising any minute. The worst stories are ones with great substance and a weak structure. People will quickly lose interest in a poorly narrated story; and if they lose interest in your story, they will probably lose interest in what you're selling. So rehearse, rehearse, and rehearse some more.

THE POWER OF STORYTELLING LIES IN CREATING A CONNECTION BETWEEN PEOPLE; IT BUILDS EMPATHY AND UNDERSTANDING AND ULTIMATELY MAKES IT EASIER TO ASK YOUR AUDIENCE ANYTHING. FOR EXAMPLE: BUY MY PRODUCT?



Feng Shui your Desk for Success

Feng Shui is an ancient Chinese art that has the ability to enhance living and working environments according to principles of harmony and energy flow. Whether you're aware of it or not, your environment — and your relationship with it — are constantly affecting you.

Your business prosperity and work performance can be amplified by de-cluttering and establishing order on your desk. Productive chi (life force energy) cannot flow in a cluttered space. The following tips will help:

Desk placement: Position your desk so that you are facing the entrance to the room, with your back towards the wall. If you can't turn your desk to face the door, arrange a mirror on your desk or wall so you can see who's coming. If there are windows in your office room, try to place your desk so the window is to your left if you're right-handed, and to your right if you're left-handed. Avoid the center of the room.

Plants: Add a living plant to your space to connect you with the natural, living world outside and improve air quality. Place the plant at least 3 feet from your computer to correct any negative electromagnetic energy that it generates. Make sure to replace dead plants.

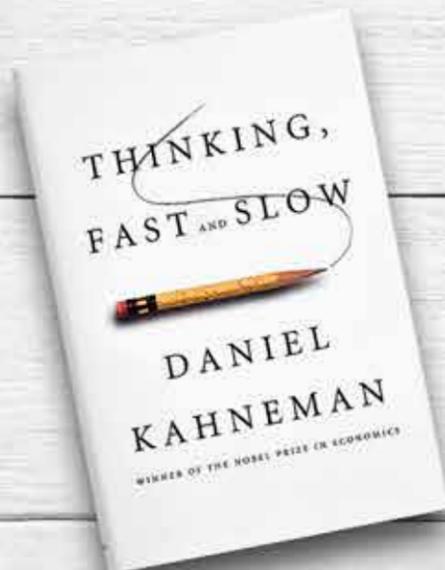
Artwork: Brighten up your space with pictures that show landscapes, flowers, and outdoor scenes, or anything that brings positivity to mind. Photos of loved ones are also good. If possible hang a picture of a mountain without water behind you, as this will give strength and stability.

Clear the Clutter: Only keep current projects on your desk. In Feng Shui, clutter represents postponed decisions and the inability to move forward, so when you are surrounded by clutter in an office it's hard to advance your career.

Seating: Sit on the best chair you can find, and be sure to clean it frequently. If your desk chair is ripped or stained, replace it as soon as you can.

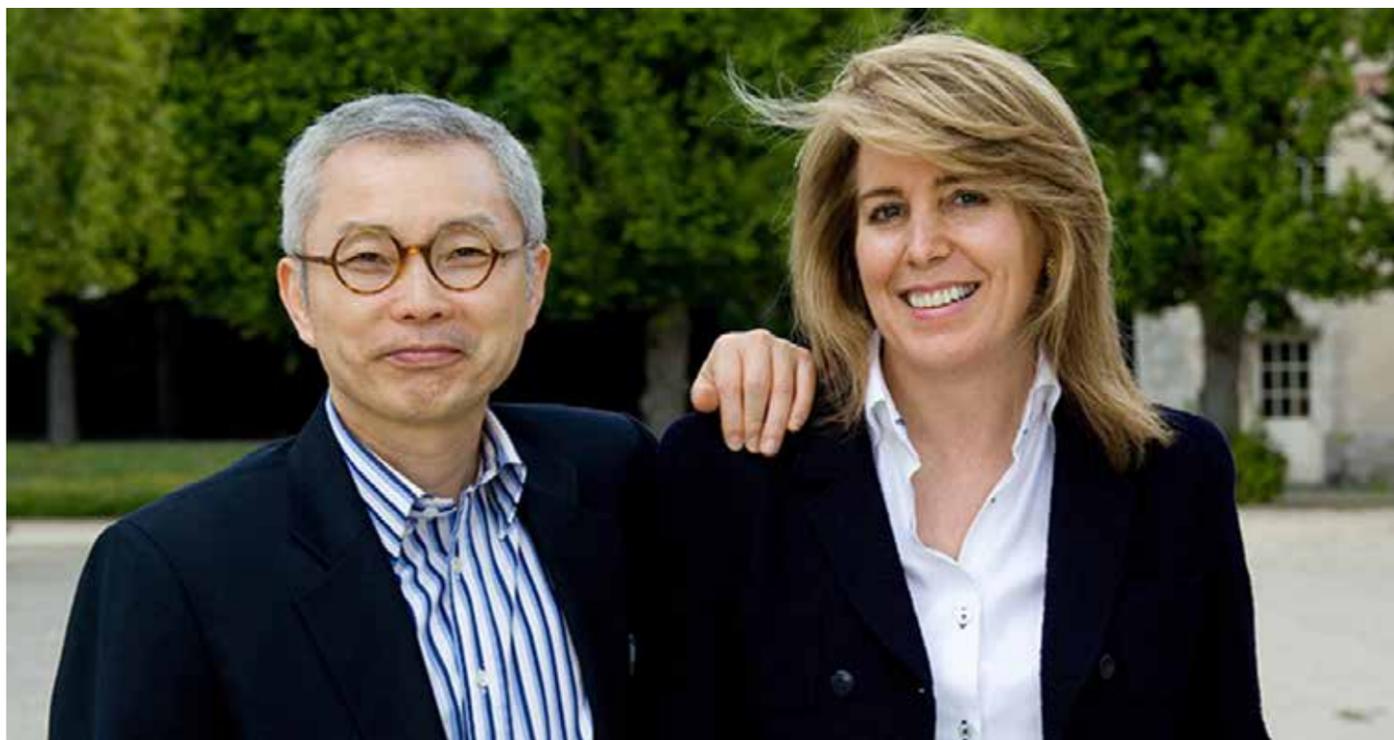
Color scheme: If your business relies on selling or making deals, red is a good choice. Yellow promotes discipline and stimulates mental activity and clarity of thought—a solid color scheme for any home office. Warm colors such as orange represent collaboration and cooperation. This is an excellent option for offices with more than one team member. For writing and other creative business endeavors, consider blue-green, which is soothing and promotes creativity.

It is important to incorporate good energy in an area where you sit for more than 8 hours a day, and although this can be challenging it is not impossible. For all you new Feng Shui Desk Converts - May the Qi Force be with you.



BLUE OCEAN STRATEGY

By: CHAN KIM | RENÉE MAUBORGNE



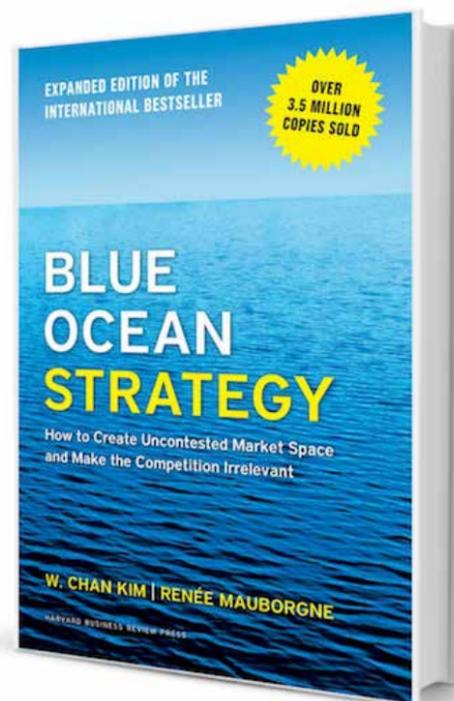
This international bestseller challenges everything you thought you knew about the requirements for strategic success.

Since the dawn of the industrial age, companies have engaged in head-to-head competition in search of sustained, profitable growth. They have fought for competitive advantage, battled over market share, and struggled for differentiation. Yet, as this influential and immensely popular book shows, these hallmarks of competitive strategy are not the way to create profitable growth in the future.

In the international bestseller Blue Ocean Strategy, W. Chan Kim and Renee Mauborgne argue that cutthroat

competition results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool. Based on a study of 150 strategic moves (spanning more than 100 years across 30 industries), the authors argue that lasting success comes not from battling competitors, but from creating "blue oceans"—untapped new market spaces ripe for growth. Such strategic moves, which the authors call "value innovation," create powerful leaps in value that often render rivals obsolete for more than a decade.

Blue Ocean Strategy presents a systematic approach to making the competition irrelevant and outlines principles and tools any company can use to create and capture their own blue oceans. A landmark work that upends traditional thinking about strategy, this bestselling business book charts a bold new path to winning the future.



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THE TRUTH ABOUT CREATIVITY

No, it's not a light bulb!

Human beings are essentially born creative, which makes life infinitely more interesting and fulfilling. From infancy onward, we find innovative ways to navigate through life and seem to have a knack for finding ways to survive. Creativity is a gift that comes naturally, and some adults are lucky to have retained that gift, for the more rules and restrictions we face through life, the more our creativity can be stunted.

Fortunately it is a skill that can be developed and is certainly not exclusive to artists, musicians or writers.

Creativity is a useful skill for people from all walks of life. It expands human perception and helps us find new ways of solving problems and approaching challenging situations. It creates a unique kind of resilience that allows us to see roadblocks as opportunities and can lead to amazing breakthroughs and innovative and profitable ideas.

We should not expect creativity to just happen though, as it can be quite elusive. Many times an idea will hit you when you are least expecting it — while taking a shower or driving home from work, when you are half awake in the morning, or even in the middle of the night. However, in order for creativity to “come to you”, it requires new sources of inspiration that bring fresh ideas and motivation. We often think about creativity as *making* something, but in fact the root meaning of the word means ‘to grow’. When we are creative we feel as if the world and all that is in it is vibrantly alive. Creativity’s by products are some of the major achievements of civilization – from the invention of the wheel to Mozart’s sonatas.

Our brain and creativity

When we are doing something creatively, what is actually active in our brain? Researchers Siyuan Liu and Allen Braun did research on this topic by tracking the brain activity of freestyle rappers. It turns out that the parts of the brain that we use in ‘business as usual’ thinking are totally switched off when we are being creative,

whereas other parts of our mind that aren’t used everyday are quite active. (The medial prefrontal cortex have shown increased activity during improvisation and lower activity in the dorsolateral prefrontal cortex). They discovered that during creative expression, ‘executive functions’ take a back seat and more uncensored processes and de-focused attention happen.

George Creativity Test

George Land conducted a research study in 1968. What the test shows is that non-creative behavior is learned. Land did a creativity test on children in the age group 3 to 5. This was the same test he conducted to select scientists and innovative engineers for NASA. He tested the same children at 10 years of age, and again at 15 years of age. The results were shocking: While the creativity in 5 year olds was 98%, it went down to 30% when they reached the age of 10. And it was just 12% when they were tested as 15 year olds. When the same test was given to 280,000 adults, the creativity was just 2%.

The world is changing so rapidly now that just learning a specific skill set and following it exactly won’t get us very far. What prepares us for life beyond the classroom is learning how to be more creative, which includes flexibility in perception and execution of tasks. Schools have started acknowledging the importance of creativity in classrooms and courses in creativity are now provided by academia it is common knowledge that only creativity can help people succeed in the 21st century. And in a world where Artificial Intelligence (AI) stands to replace many jobs, people who are creative will always be in high demand as it is not something robots can easily replace!

In a not too distant future a Masters of Fine Arts (MFA) will surely become far more in demand than a Masters of Business Administration (MBA); so focus on developing your creativity as much as you can as it will bear you in good stead.

FOOD FOR YOUR CREATIVE SELF

ONE of the best ways to develop your creative abilities is to become an expert in that area. By having a rich understanding of the topic, you will be better able to think of novel or innovative solutions to problems. The following tips can help expand your creative skills:

Set aside time: Be prepared to factor developing creativity into your daily timetable. This is a good way to train your mind to relax, and it sends a signal to your brain that it’s time to work on creative ideas. You won’t be able to develop your creative talents if you don’t make time for them, so as well as your daily timetable schedule some time each week to socialize with creative people. Read a book, visit a museum, listen to your favorite music or engage in a lively debate with a friend.

Find a creative space: In addition to time, finding a particular space to be creative can help too, as it needs to have the right ambiance. Bright lights and loud music are usually not helpful to a creative brain. Take workshops in painting or music or design. Utilize whatever strategy or technique works best for you.

Reward your curiosity: One common roadblock to developing creativity is the sense that curiosity is an indulgence. Rather than reprimanding yourself, reward yourself when you are curious

about something. Give yourself the opportunity to explore new topics. While rewarding yourself is important, it is also important to develop intrinsic motivation. Sometimes, the true reward of creativity is the process itself, not the product.

Be willing to take risks: When it comes to building your creative skills, you need to be willing to take risks in order to advance your abilities. While your efforts may not lead to success every time, you will still be boosting your creative talents and building skills that will serve you well in the future.

Build Your Confidence: Insecurity in your abilities can suppress creativity, which is why it is important to build confidence. Make note of the progress you have made, commend your efforts, and always be on the lookout for ways to reward your creativity.

Overcome negative attitudes that block creativity: Positive moods can increase your ability to think creatively, so if you are doing something that requires you to be creative, you want to be in a place that puts you in a good mood. Focus on eliminating negative thoughts or self-criticism that may impair your ability to develop strong creative skills.

Fight your fear of failure: The fear that you might make a mistake or fail in your efforts can paralyze your progress. Whenever you find yourself harboring such feelings, remind yourself that mistakes are simply part of the process. While you may occasionally stumble on your path to creativity, you will eventually reach your goals.

Realize that most problems have multiple solutions: The next time you approach a problem, try looking for a variety of solutions. Instead of simply going with the first idea you have, take the time to think of other possible ways to approach the situation. This simple activity is a great way to build both your problem-solving and creative thinking skills.

Keep a creativity journal: If you like writing, start keeping a journal to follow your creative process and track the ideas you produce. A journal is a great way to reflect back on what you have accomplished and look for other possible solutions. This journal can be used to save ideas that can later serve as future inspiration.

Challenge yourself and create opportunities for creativity: Once you have developed some basic creative skills, it is important to continually challenge yourself in order to further advance your abilities. Look for more approaches, try out new things and avoid always using the same solutions you have used in the past.

Consider alternative scenarios: When approaching a problem, utilize “what if…” questions to consider each possible scenario. If you take a specific approach, what will the outcome be? By looking at these alternatives beforehand, you’ll be better able to develop creative solutions to problems.

Sleep on it: The brain has a way of “gardening” through ideas while you sleep. It provides a great way for your subconscious to sift through everything and you’ll probably be surprised to see how much work has been done without you knowing when you return to the challenge after a good night’s sleep.



CREATIVE THINKING TOOLS

By: Eman H. Omar

Now that we've established that creativity is a skill you can grow and develop; And knowing that it needs the right mindset, atmosphere and some effort to flourish; let's look at some of the tools that can help us come up with a new idea or an innovative solution to a problem. Whether you're thinking alone or with a team, these simple yet effective tools can make your creative problem solving - or your life - easier.

BRAINSTORMING

A common technique used in the workplace, that best works with teams. The trick however, is that you need to follow its rules in order **not** to restrict your ideas.

1. In a team, every member needs to attend with the problem in mind. Give them time to understand the problem/issue and its dimensions before sitting (or standing) for a brainstorming session.
2. Start by ignoring your urge to judge and criticise your own ideas and others'. Even if a thought seems "silly" at first, it can eventually lead to an amazing idea.
3. Write down each and every idea that anyone in the room utters out loud, and urge people to say their ideas out loud. Follow no specific order and don't "box" or label ideas on the board yet.
4. When everyone is done saying their spark of ideas (make sure you makes several rounds and that everyone has spoken), start grouping related ideas and possible solutions and putting them into categories.
5. Next, talk about each idea briefly, clarifying and refining each one while deleting redundant ones and combining those who can work together.
6. Eventually you will arrive at the best possible choice(s), which you will work on prioritizing and putting into action.

MIND MAPPING

A mind map is a great way to connect ideas and look for innovative answers to questions. It can work when you're thinking on your own or with a team, and it doesn't need a specific time to start and finish it. You can start a mindmap and keep adding to it for days/weeks if necessary.

Check out the smart apps article on page 20 for a digital mind mapping app

1. Start a mind map by writing down a topic or word in the center of the page/board, try to make it visually appealing to you.
2. Next, using brainstorming or just your own flow of ideas link related terms or ideas around the central word, using large arrows - preferably a different color for each arrow.
3. Whenever a new idea comes out, make sure it either relates to an existing branch or needs a new one and put it in the map accordingly.

* Try using symbols, drawings and different colors to let the map speak to both sides of your brain. That is the best thing about mind maps; if done right, it efficiently utilizes our whole brain and helps us come up with our best ideas.

RANDOM WORD GENERATION

This technique is designed to get your creative juices flowing and free you of any "mind-rust", it could work as a game before a real brainstorming session. However, it can still be used in coming up with real creative ideas for new products, features, brand/product names and even services.

THE TOOL IS VERY SIMPLE:

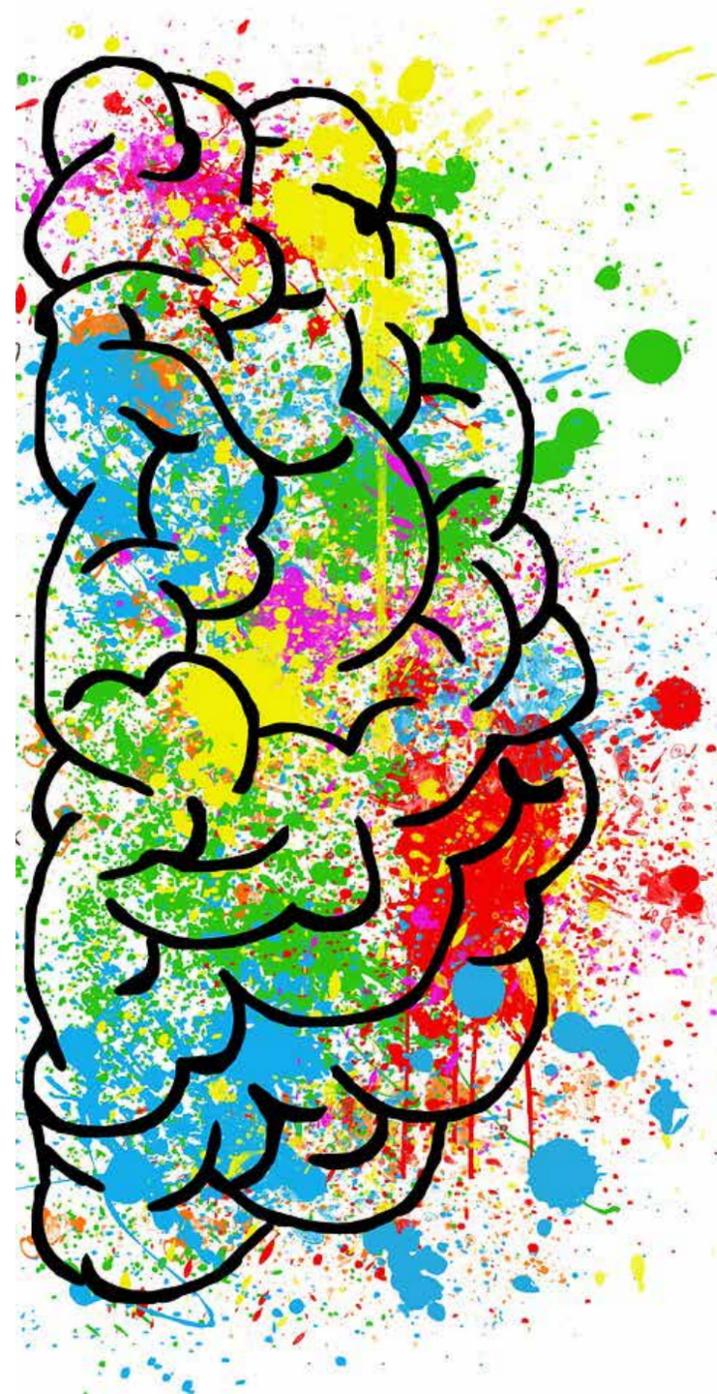
- Just pick two random - totally unrelated - words
- Put them in two different columns
- Start listing words related to each word and put them in their corresponding columns
- Mashup up any two words from the columns, including the two main words

Using the newly formed two-word phrases, tons of ideas can come to you, not to mention a good laugh when it's done in a team. When this technique is used for a specific purpose, the invented phrases can actually lead to innovative products that solve real problems.

SIX THINKING HATS

Every new endeavor we're diving into, be it big or small, urgent or relaxed, has different perspectives to it and plenty of factors affecting it. And one cannot be fully aware of or in touch with all of them.

You must change your perspective in order to see those other sides of the story - and this is where the hats come in! Each of the hats represent a mindset from which to look at the problem, project, task, or even a new idea you want to execute.



White Hat - "Neutral"
offers objective facts and figures and is used near the beginning of the meeting to establish relevant facts and information about the issue to be discussed.



Blue Hat - "Organizing"
sets objectives, outlines the situation, and defines the problem in the beginning of the meeting and returns at the end to summarize and draw conclusions.



Red Hat - "Emotional"
used to get people's intuitive, gut reactions to an idea or when you want the team to express their emotions freely.



Green Hat - "Creative"
comes on when you want to generate fresh ideas and new directions. This is a very powerful hat each player needs to wear.



Black Hat - "Cautious"
used when you want to get the critical viewpoint of an idea or situation. The "devil's advocate" hat helps decrease the chances of making a poor decision.



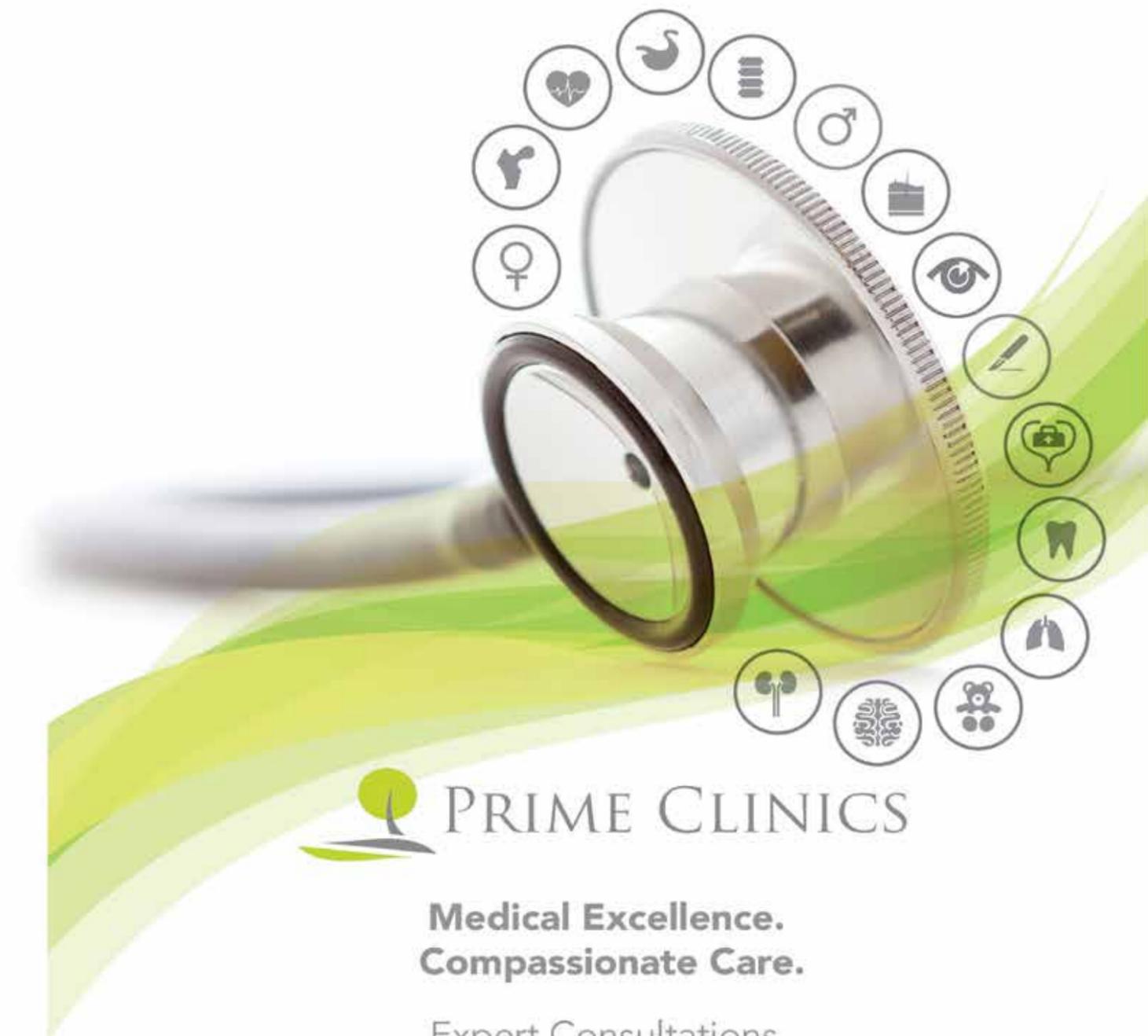
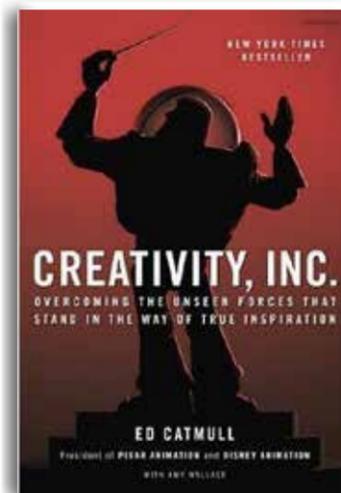
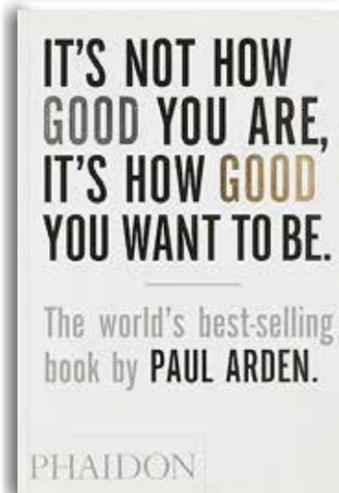
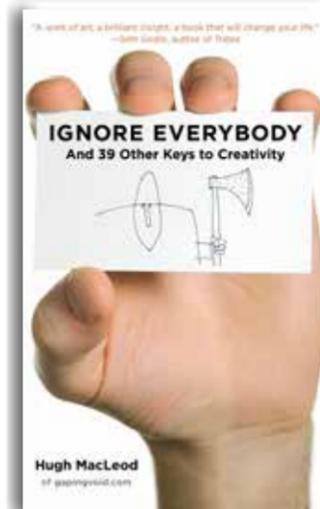
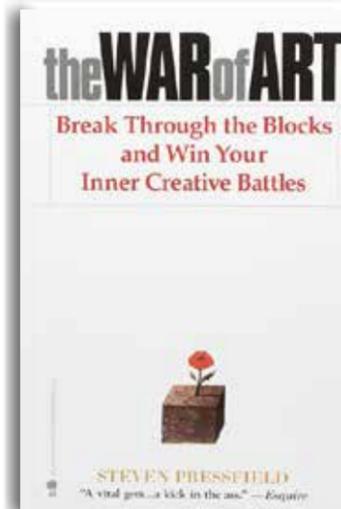
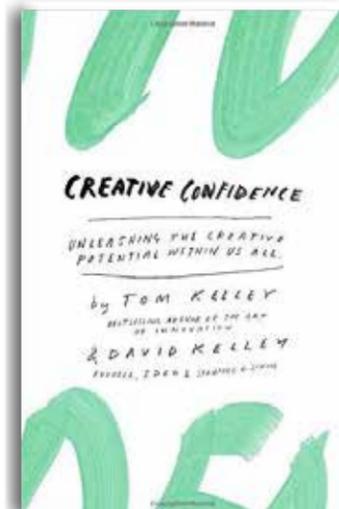
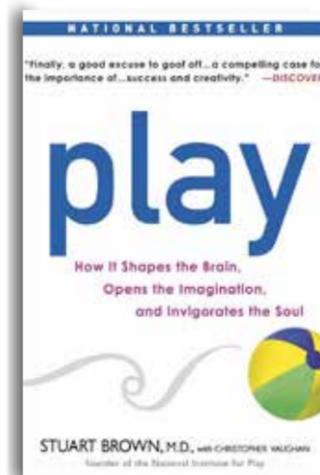
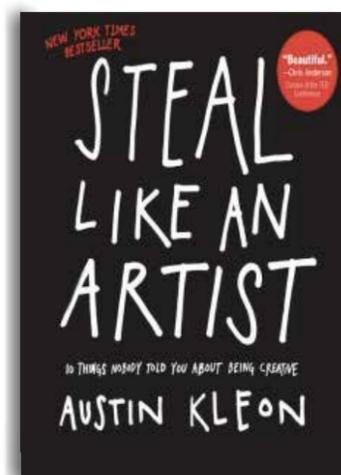
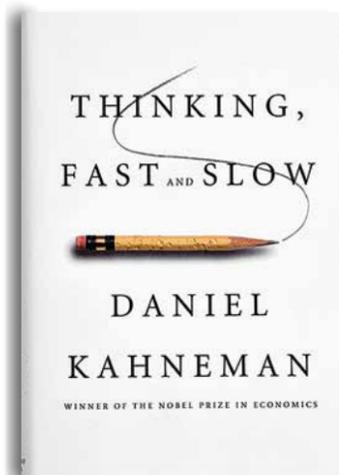
Yellow Hat - "Positive"
helps identify the value of ideas and plans. The Yellow Hat helps counterbalance the judgmental thinking of the Black Hat.

In a team meeting, you all put on the same hat and take turns sharing your thoughts while wearing this virtual (or real) hat. **EXAMPLE:** when we're all wearing the white hat, then we're all sharing information, statuses, numbers and facts - but not opinions. If you're leading the meeting, make sure everyone takes a turn in all hats, so people can force themselves to think different than what they're used to (their original hat).

BOOKS WORTH EXPLORING CREATIVITY

"IF YOU DON'T LIKE TO READ, YOU HAVEN'T FOUND THE RIGHT BOOK." – J.K. ROWLING

Wait for a Story about J.K. Rowling herself next issue.



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QUESTIONS ANSWERED

Mrs. Hala EL Kassm

WOULD YOU INTRODUCE YOURSELF?

I am Hala el Kassm, CEO and Chairwoman of Carina Wear, I'm responsible for all the Carina retail stores. And I'm a mother of five.

WHAT GOT YOU INTO THE TEXTILE BUSINESS?

Well, to start with, Carina is a family business. I have always had a dream when I was a little girl; the dream was to be an owner of a store or a shop. My family had a textile business, and I decided to open the first shop for this business, which really was a dream come true.

WHERE DID YOUR ENTREPRENEURIAL SPIRIT COME FROM? ARE YOUR PARENTS ENTREPRENEURS AS WELL?

Both my parents are entrepreneurs yes, and I believe I got this from them. My family is originally from Syria, and Syrians are known for being great business people and entrepreneurs, so it basically runs in my blood.

IS CARINA YOUR FIRST BUSINESS?

Yes, it is.

WHAT ASPECTS OF YOUR BUSINESS ARE YOU PROUD OF?

It is a really long journey, what I am most proud of is how challenging it was when we first started. At the time the retail business in Egypt was still a virgin - unlike now, but for me it was like a race. I ran as fast as I could, without looking around me, without acknowledging the competition, as if I was racing myself. I was running like a train to reach where we are now. So I'm proud of this...

TO WHAT/WHO DO YOU ATTRIBUTE YOUR SUCCESS

Without a doubt; my father and mother.



WHAT WERE YOUR TOUGHEST MOMENTS IN BUSINESS? AND HOW DID YOU OVERCOME THEM?

One of those moments was the devaluation of the Egyptian pound. We had to take care of our business, but also our people. Expenses went skyrocketing, cost of goods increased, but we also had to raise salaries for everyone, it was a really tough time.

WERE THERE OPPORTUNITIES YOU FEEL YOU HAVE MISSED OUT ON?

In my dictionary, there is no room for the word lost or missed opportunities; I believe you continuously get opportunities. There is a reason for everything, and a timing for everything, so you can always do things in the future

WHAT ARE YOUR ASPIRATIONS FOR THE BUSINESS?

I see carina as the brand for basics, a must have in every girl and woman's wardrobe, and I see going global. I also see digitization.

WHAT DO YOU LOOK FOR IN PEOPLE YOU HIRE?

I look for confidence, challenge, a positive attitude and life experience.

WHAT'S YOUR LEADERSHIP STYLE?

I simply leading with my heart

WHAT ADVICE WOULD YOU GIVE YOUR TEAM LEADERS?

To lead with their heart, have their heart at peace not at war. To try to motivate their people, to sell them the idea they want them to achieve so that they do it with love, and do it happily, not because they are forced to do it.

WHAT ARE 3 THINGS YOU WOULD ADVISE ENTREPRENEURS?

To take risks
To challenge themselves
To believe in themselves

...and as a woman entrepreneur, I would advise them to have lead with a feminine energy and a masculine force.

WHAT IS THE LEGACY YOU WANT TO LEAVE BEHIND? WHAT DO YOU WANT TO BE REMEMBERED FOR?

Being a reason for making people happy, and helping people achieve their dreams; that's on one hand. On the other hand: women's empowerment, how they can be multitasked, how they can be successful in bringing up the next generation while also being successful in business and creating work opportunities. Lastly, Carina is starting its CSR arm, which is an impact I want to have in society.



DOES THE SUCCESS OF CARINA DEPEND ON YOUR CONSTANT PRESENCE?

It used to be like this yes, but we reached a decision where we wanted to turn this company into a corporate governance instead of a family business. So we hired the key employees for each department and now I can easily say that my presence is not crucial on a daily basis.

WHAT SACRIFICES HAVE YOU HAD TO MAKE IN ORDER TO REACH THIS LEVEL OF SUCCESS?

Well, being a business woman is not easy at all, add to it being a woman, and then being a mother of five, it is very hard. So the main sacrifice is managing my time around all this. I had to forgetting about "quantity" time and prioritized quality time instead; whether with my family, or with my friends. With my family especially, we talk about it openly and deal with it together.

WHAT BEST MOTIVATES YOU?

Challenges and risks

IF YOU COULD TALK TO ONE PERSON FROM HISTORY, WHO WOULD IT BE AND WHY?

Prophet Mohamed (PBUH), to ask him if I'm doing well or not.

WHO IS THE ONE ENTREPRENEUR YOU LOOK UP TO?

My father.

DO YOU BELIEVE IN DESTINY OR YOU BELIEVE YOU CAN CONTROL FATE?

I believe in a mix of both. Yes there is destiny, but at the same time it can be controlled a bit

IF THERE A BOOK WRITTEN ABOUT YOU? WHAT WOULD IT BE CALLED?

Insistence

WHAT'S YOUR GREATEST FEAR?

I used to have lots of fears before, I used to get panic attacks, but I learned how to overcome them by asking myself "what is the worst that could happen?".

SMART APPS

FOR A MORE PRODUCTIVE YOU



GOOGLE KEEP

(WEB, CHROME, ANDROID, iOS)
JOT IDEAS DOWN ON VIRTUAL STICKY NOTES



Are you reminding yourself of important/urgent tasks with sticky notes that keep falling off the wall/desktop monitor?



Google comes to our rescue again with Google Keep, their virtual sticky note app! Now you can digitize those endless pieces of paper and have them all in one place accessible from all your devices.

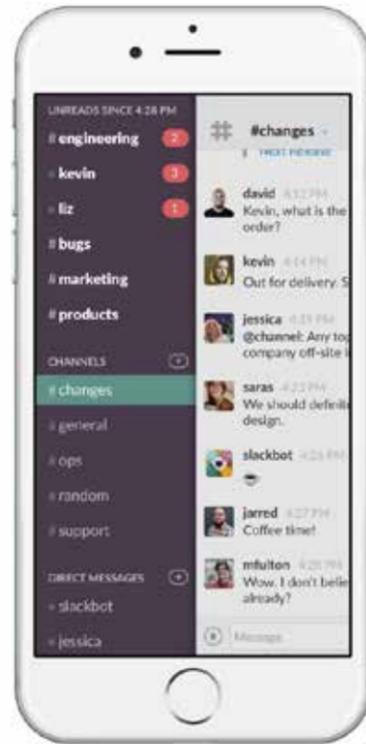
You can also add its extension to Chrome so that whenever you come across a website you want to remember—or have an idea you don't want to forget—you can add it to Google Keep. Just recently, a Google Keep sidebar was added to Google Docs to let you drag notes into your documents to pull research and ideas together into a finished piece.



SLACK

(WEB, ANDROID, iOS, WINDOWS, MAC)
THE ULTIMATE TEAM COMMUNICATION APP

Slack makes it easier to connect and communicate whether you're a team of 3 or 3,000! You can communicate in groups of users or channels, which you can name by team or by topic.



The channels can be company-wide or include just a select group of people. You can also send a direct message to any team member - and share photos, videos, documents and more - cutting down on email and speeding up the communication process.

There is also app integration with numerous other resources you may be using at the office, such as Dropbox, Google Drive, and Twitter.



MINDMEISTER

(WEB, ANDROID, iOS)
MIND MAP YOUR IDEAS

You keep getting ideas but you can't quite figure out how to put them all together. Sounds familiar? Mind maps make that easier, and MindMeister makes it *digitally* easier! Double-click anywhere on its canvas to add a new idea. List everything in your mind. Get your team to help, adding as many solutions to a problem as they can.

Then group similar ideas together, link related concepts to each other, and before long you'll have a detailed map that traces everything back to a central thesis. Mind maps are a great way to sketch your ideas and figure things out on paper, and with MindMeister, you can take those ideas anywhere, collaborate on them with your team, and turn your finished ideas into action plans with its companion MeisterTask project tool.

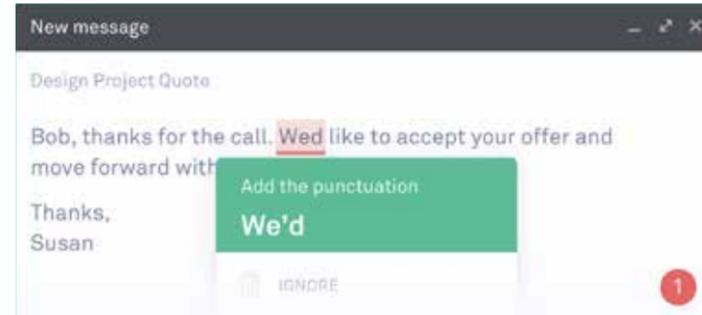


GRAMMARLY

(WEB, ANDROID, iOS, WINDOWS, MAC)
KEEP YOUR WRITING IN CHECK ALL THE TIME

Wish every app had a smart spellcheck that would find incorrect words, broken tenses, and better synonyms for you? Grammarly is the tool you need. It can work inside Microsoft Word, any web app with its browser add-ons, and in mobile apps with its custom keyboard. Or you can paste anything you write into its apps to proofread and check grammar and spelling before publishing.

Like any other spelling and grammar check tool, it's not perfect. It may give incorrect suggestions for industry-specific terms or bug you to replace repetitive words. But it'll also help you tighten up your writing and make sure everything from quick emails to detailed reports is polished and error-free.

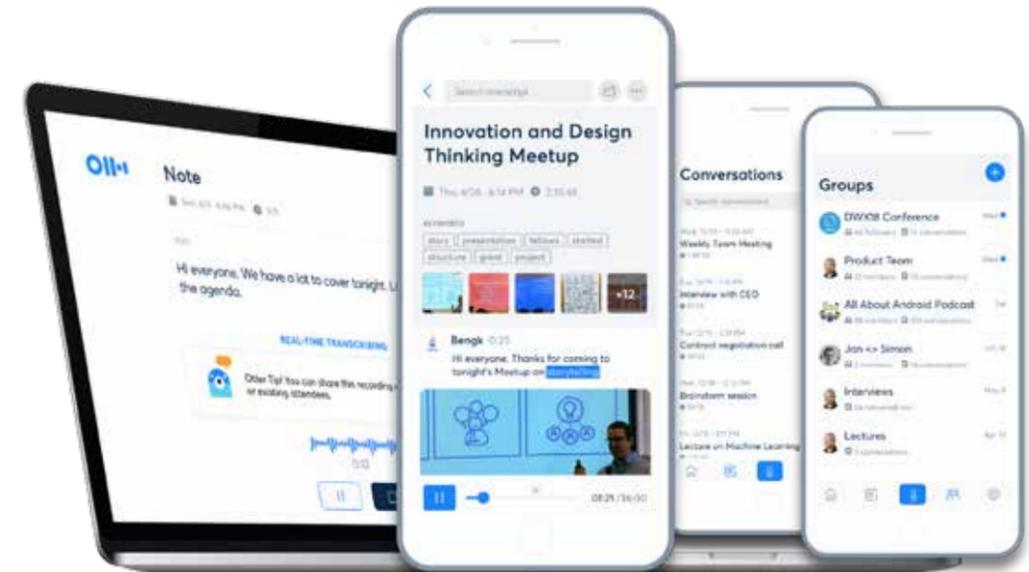


OTTER

(WINDOWS, iOS, ANDROID)
FOCUS ON LISTENING AND LET THE APP TAKE THE NOTES

Otter is a note-taking app that combines audio, speaker identification, and transcription. The app is a useful tool for journalists and students alike. If you ever need a "chill" day where you can sit back and listen rather than furiously take notes, you should try this app.

The app is designed to transcribe long-form conversation, so don't worry if you find yourself in a long lecture. Otter will identify each of the people based on their voices if you're listening to multiple speakers or are interviewing multiple people. If you're a visual person, then the app will also work well for you — it highlights the words it transcribes in real time.



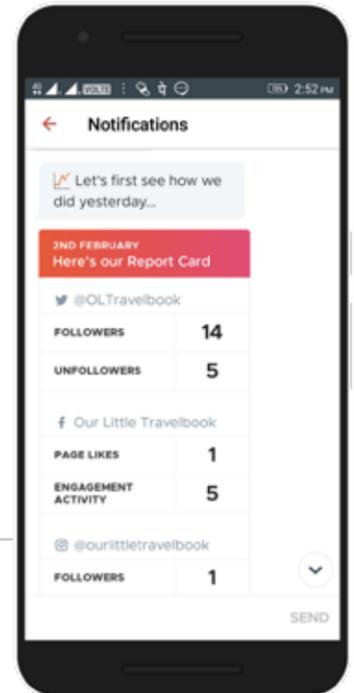
CROWDFIRE

(WINDOWS, MAC, ANDROID, iOS)
EASILY MANAGE MULTIPLE SOCIAL MEDIA ACCOUNTS

Do you run multiple social media accounts? Post to one or more platform multiple times per day? Search the web for images and fun articles to inspire your work and engage your followers? Crowdfire can help you with all of these tasks.

Crowdfire helps you schedule your social media posts — which may include multiple pictures and videos — in advance. The app then gives you the analytics behind your posts so you are able to track engagement and see what's working and what needs to be modified.

With a planning app like Crowdfire, you can sit down and work on your company's social media accounts for a specific amount of time, then have your work automatically posted whenever you choose.



ARCHETYPES OF LEADERSHIP

As Walt Disney is our cover figure for this issue, and EVOLVE is a publication aimed at maximizing self-dynamic, group-dynamic, and company vision, we figured an article exploring the characteristic styles - or archetypes - of leadership would fit in well.

By Dima Issa

So, what is an Archetype? It's a Jungian term, coined by Carl Jung in 1919, meaning an image, a pattern, a figure that exists in the collective unconscious of mankind. A mythic figure, existing on the level of self and the level of society, or a reappearing story — something that humans have internalized long ago, and now exist as idea constructs and part of daily life. Characters are very much like archetypal figures. Archetypes are things that can be broken down to the sum of their parts — actually, a good way of understanding archetypes is by understanding them as general characteristics that appear again and again throughout time. Much like Disney's original characters.

Mickey is the well-meaning good guy, Goofy is the comedic relief, Donald Duck is the pessimistic complainer, and so it goes. However, these Disney characters exist as archetypes of being; no one is happy all the time, like Mickey — just as no one is a constant sourpuss like Donald. They have moved away from realism, and exist instead as exaggerated character types. In Jungian psychoanalysis, the archetype figure can appear in one's own character, or it can appear in a larger form, perhaps operating on a societal level. The story of the Hero's Journey is a grandiose archetype that appears throughout most cultures. The main point is, that archetypes are within us and within the world around us. We are more than our archetypes — they are merely parts of us, but they can help us understand facts about ourselves and about our collective humanity.

There have been volumes and volumes of books written about Leadership styles, or what constitutes great leadership, however now it is becoming more of a fixture to apply Jungian concepts to the modern business world. This is the work currently of Lolly Daskal, who is a leadership coach and the CEO of her own company, Lead From Within. Her book The Leadership Gap reviews archetypal styles of leadership, as well as considers the shadow cast by these stereotypical roles we oftentimes identify with. As you read through them, consider yourself, the people you know, and the work environment you are a part of. What archetypal figures can you start to see in the people around you.

THE SEVEN ARCHETYPES DASKAL IDENTIFIES ARE:

The Rebel, who is driven by confidence, and its shadow the Imposter, who is driven by self-doubt.

The Explorer, who is fueled by intuition, and its shadow the Exploiter, who is the master of manipulation.

The Truth Teller, who leads with honesty, and its shadow the Deceiver, who generates suspicion.

The Hero, who embodies courage and individuality, and its shadow the Bystander, who is fearful.

The Inventor, who is brimming with integrity and ingenuity, and its shadow the Destroyer, who is morally corrupt.

The Navigator, who trusts and is trusted, and its shadow the Fixer, who is endlessly arrogant.

The Knight, for whom loyalty is everything, and its shadow the Mercenary, who is perpetually self-serving.

In Jungian Theory, the shadow is an unusual concept. In nowadays usage, it is taken to mean the unconscious and undesirable sides of our personality that we keep hidden from the world. The part within us that gives in to temptation or addiction or deception. However, that was not necessarily what he may have intended when first writing about the shadow. Jung's shadow only takes on this dangerous interpretation when it is not properly faced by the persona. When one hides from his shadow, he is doing a disservice to himself and others.

"The shadow," wrote Jung (1963), is "that hidden, repressed, for the most part inferior and guilt-laden personality", which is to say, it holds no power. However, when the shadow is run from, or projected onto others so as to avoid confronting it in oneself, is when it grows in size and scope and takes on a terrible connotation.

Therefore, with Daskal's seven archetypes, on the idea of shadow integration Daskal has this to say: "Stop comparing yourself to others. Focus on how far you have come and strive for continual self-improvement. Everyone's success story is different, and yours will always be uniquely yours. Make a list of your accomplishments. Keep your wins in plain sight so you are reminded of them regularly. Remind yourself that there is no such thing as perfect. People who feel like Imposters (the shadow side of the Rebel archetype) hold the belief that they need to be perfect, but perfectionism sets you up for continual frustration because it's unattainable."

DASKAL RECOMMENDS QUESTIONS WE CAN ASK OF OURSELVES, IF WE WANT TO ENHANCE OUR CAREERS AT ANY GIVEN MOMENT. THEY ARE:

LEADING FROM GREATNESS, OR LEADING FROM MY GAPS?

BEING A REBEL, OR LEADING LIKE AN IMPOSTER?

BEING AN EXPLORER, OR LEADING LIKE AN EXPLOITER?

BEING A TRUTH-TELLER, OR LEADING LIKE A DECEIVER? AND

SO ON AND SO FORTH.

AMI.....

The Seven Archetypes, and archetypal work in general, are here to make us more conscious of our own selves. Both the light and potential within, and also whatever shadows may be cast off from that burning inner eternal light.

It is an important distinction to make also, that no one is limited to one specific archetype. Archetypes are ways of understanding parts of ourselves and parts of our world. But just as you would not understand the Sistine Chapel by the bricks in the wall, in the same way you would not restrict a person to a singular archetypal form. It is a means of reductionism that seek to elucidate understanding only.

The above Seven Archetypes on the whole apply more to the level of self. When working with archetypes, they can lead to insights regarding self and society.

Another archetypes of leadership theory, applies more to leadership styles on a grander scale. What are the patterns of leading and leadership, versus what are the characters of leaders we encounter.

According to ASAE, the American Society of Association Executives, a leadership style is the way a person uses power to lead other people. If Daskal's archetypes are seen as the types of characters we might find in positions of power, the work carried out by ASAE might be seen as the ways in which these characters lead.

GENERALLY, ASAE EXPLORED DELEGATION, RESPONSIBILITY, AND HOW MUCH INPUT OR HOW EMPOWERED EMPLOYEES FEEL UNDER THE VARIOUS TYPES OF LEADERSHIP. ASAE IDENTIFIED 12 LEADERSHIP STYLES, HOWEVER FOR THE SAKE OF BREVITY AND CONTINUITY WE WILL BE ADDRESSING 7.

1. DEMOCRATIC LEADERSHIP: a style where the leader makes decisions based the input of each team member. According to ASAE, it is currently the most effective and widespread style of leadership out there, because it allows lower-level employees to exercise authority that they'll need to use wisely in future positions in their careers. Also, it most resembles how decisions come to be made in company boardroom meetings.

2. AUTOCRATIC LEADERSHIP: the opposite of democratic leadership. In this style, the leader makes all the decisions without considering anyone, and employees are expected to conform blindly to all choices made.

3. LAISSEZ-FAIRE LEADERSHIP: laissez-faire is a french term that literally translates to "let them do". Leaders under this style nearly give all authority to employees. However it can limit development and overlook critical company growth opportunities. It needs to

be balanced with boundaries and clear-cut responsibilities and expectations.

4. STRATEGIC LEADERSHIP: strategic leaders balance the needs of the boardroom with the needs of the individual. They play to strengths and support multiple types of employees at once.

5. TRANSFORMATIONAL LEADERSHIP: this kind of leadership is all about transforming and improving upon the companies conventions. The leader will be constantly pushing employees outside of their comfort zones towards growth and challenges. This type of leadership is popular among growth-minded companies like Apple and Tesla.

6. TRANSACTIONAL LEADERSHIP: under this leadership style, managers reward their employees for the work they do. Incentives are used as motivating factors. A downside of this style is that it encourages bare-minimum effort.

7. BUREAUCRATIC LEADERSHIP: this leadership style puts company policy at the top. It is similar to autocratic leadership in how it is unyielding, however it departs from autocratic leadership by considering the input of employees — even if they are ranked below company policy.



ANATOMY OF A SUCCESSFUL PERSON



● TAKE ACCOUNTABILITY FOR THEIR ACTIONS

● GIVE CREDIT TO OTHERS WHERE IT'S DUE

● SHARE INFORMATION & KNOWLEDGE

● COMMUNICATE WELL WITH OTHERS

● LEARN FROM THEIR MISTAKES

● LISTEN BEFORE THEY SPEAK

● WANT OTHERS TO SUCCEED

● SET GOALS & MAKE PLANS

● CONTINUOUSLY LEARN

● EXERCISE REGULARLY

● EMBRACE CHANGE

● HAVE A ROUTINE



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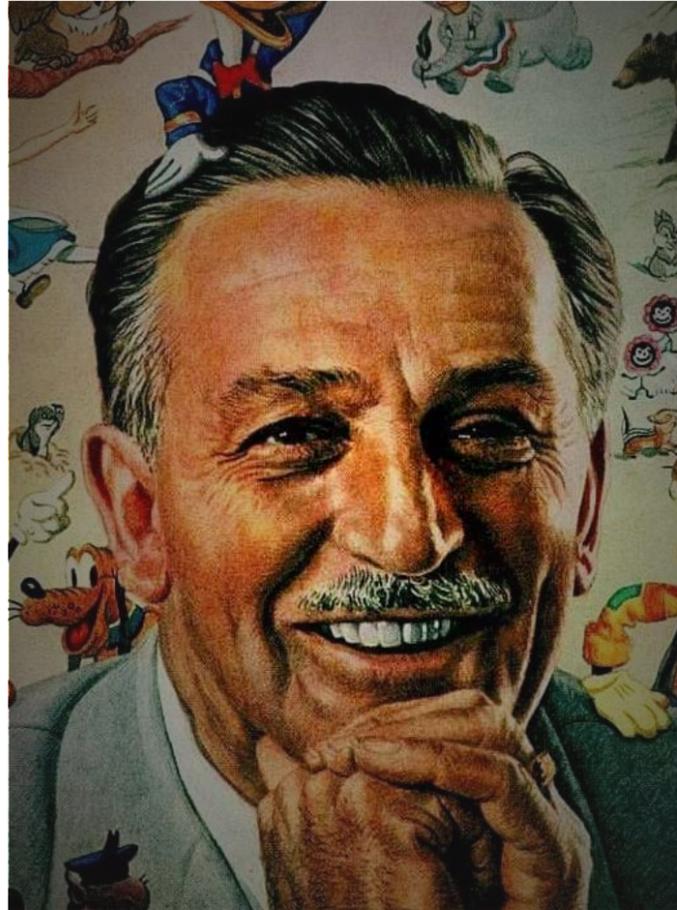
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THE STORY BEHIND WALT DISNEY



Walt Disney was one of the most influential Americans of the twentieth century. He was a visionary leader who embraced innovation and an artist who created loveable characters that have become part of the planet's collective consciousness.

However, looking at his story from the beginning it was not always indicative of the kind of success that ended up with a vast entertainment empire. One that, to this day, continues to delight people and children from all over the world and makes billions of dollars annually.

Walt Disney was born in Chicago, Illinois on December 5th, 1901 and was the fourth of five children. His family had very little money, which is why they moved from Chicago to a Missouri farm to Kansas City in search of a living. Two of his older brothers ran away when he was just 4, because of the constant work and deprivations. The

family eventually moved back to Chicago and Walt got to attend McKinley High School where he created cartoons for the school newspaper. He grew up with a passion for art and spent most of his free time drawing and studying cartooning. He would often sell his art to neighbors to make extra money to help out his family.

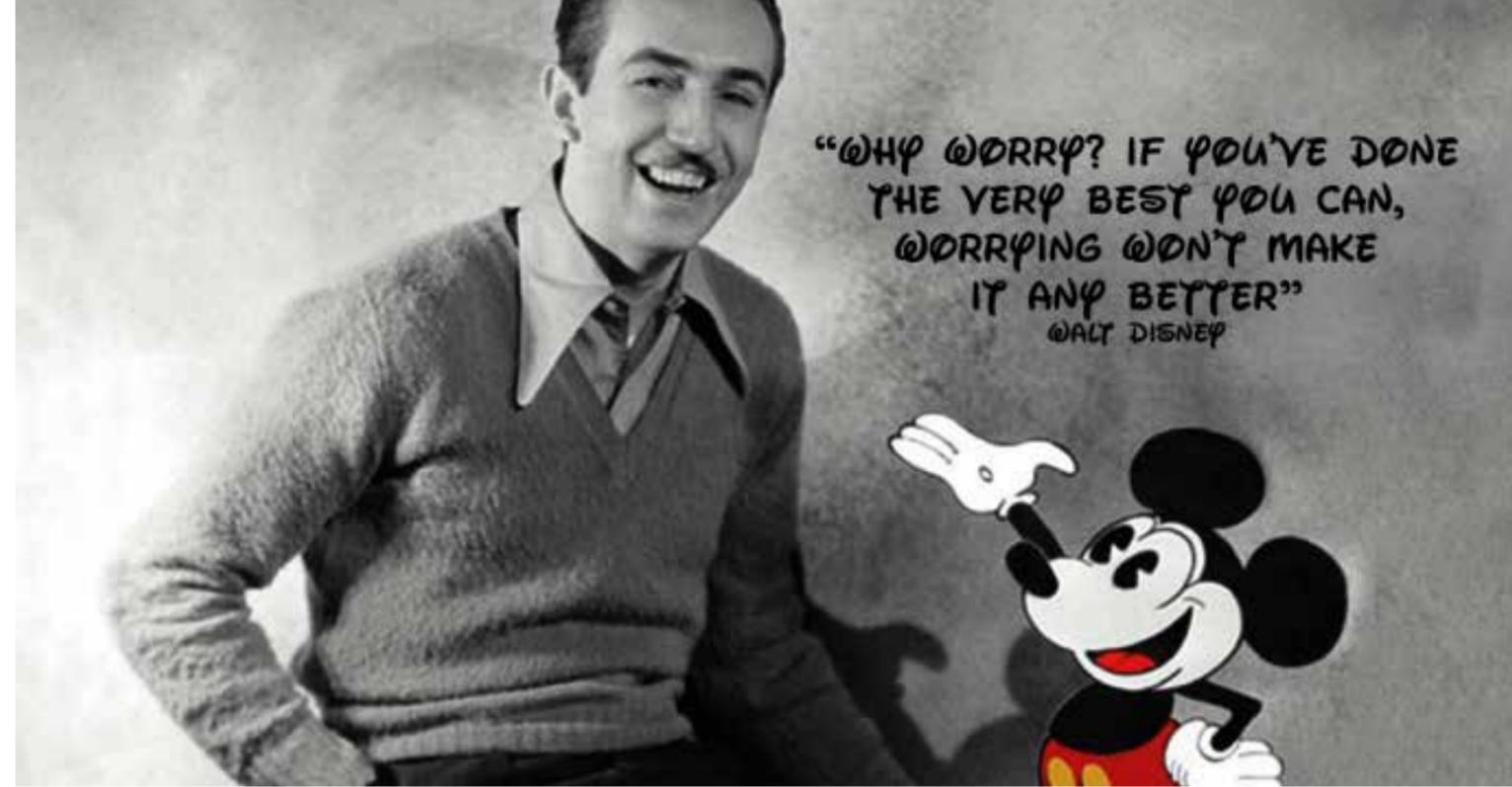
In 1917, when Walt was sixteen, his life suddenly changed as America entered the Great War. A patriotic young man, he tried to enroll in the army but was rejected because he was too young. He managed to forge his date-of-birth, however, in his application to join the Red Cross unit and after being accepted spent the war in France driving ambulances. Whereas all the other ambulances were covered from stem to stern with stock camouflage, Disney's ambulance was covered with cartoons. After returning from the war, he worked for a newspaper; but the editor felt he did not have the creativity or imagination required for the job, and fired him.

He didn't give up, and started several businesses - all of which failed and resulted in him filing bankruptcy. In fact, with his first animation company in Kansas City in 1921. He made a deal with a distribution company in New York, in which he would ship them his cartoons and get paid six months down the road. He was forced to dissolve his company so the deal never paid off, and at one point he could not even pay his rent and survived by eating dog food.

That did not stop him, though, as it seems he wanted success as much as he wanted to breathe. He learned from each setback, and continued to take even bigger risks, and with the wisdom gained from the hard lessons of failure, it eventually led to his vision coming true, fabulous financial rewards, huge fame and success.

Eventually Walt opened a small studio in Hollywood with his brother where he was in constant demand to create innovative cartoons. It is important to note that when Walt tried to get MGM studios to distribute Mickey Mouse he was told that the idea would never work—and that a giant mouse on the screen would terrify women. And yet, Mickey Mouse, who turns 90 this year, is Disney's global ambassador, the most famous Disney character and the telltale mouse ears are still worn by kids visiting Disney theme parks today.

They went on to create more and more successes; and Disney would not rest until he created his dream: a feature-length animated film. In 1937, his dream came to reality. "Snow White and the Seven Dwarfs" was released and was admired by critics and viewers everywhere. From here on out, the Walt Disney Company began shifting their focus to feature-length films, rather than animated short ones. Over the next decade, Disney released more and more box office successes including "Pinocchio", "Dumbo", "Bambi", "Alice in Wonderland", and many more.



The Walt Disney Company couldn't seem to get any bigger, until the 17 July, 1955 when Walt's dream of an amusement park for all adults and children alike opened.

He presented his newly built theme park to millions of viewers in a live TV show. In the dedication speech, he included that he opened the park "...with the hope that it will be a source of joy and inspiration to the world".

Today, the entertainment parks that opened as a result of Walt Disney's vision and imagination are the most popular parks to ever open to the public and one of the most famous attractions in the world, with approximately 52 million visitors every year. Disneyland is arguably one of Walt's most monumental lifetime achievements.

As well as being an animator, artist, entrepreneur, and producer, he was a showman in the truest sense of the word. A pioneering force in the world of animation who completely transformed the entertainment industry with his innovative ideas and creative visions.

IN HIS OVER FOUR-DECADE LONG CAREER, HE WAS RESPONSIBLE FOR USHERING THE GOLDEN AGE OF ANIMATION AND HE CHANGED FOREVER THE WAY THE WORLD LOOKED AT CARTOONS.

Even four decades after his death, Walt Disney is still able to inspire millions of people around the world with his work. Sadly, he was not able to live to see the day when many of his plans were put into action

but he has been able to prove in more ways than one that even the most unrealistic dreams can still come true.

Walt Disney is famous because of the historical leaps and bounds he made for the entertainment industry with both his animated shorts and his feature-length films. He was imaginative, perseverant, and humorous; and he placed all of the traits of his personality into his cartoons and animation. He followed his dreams, whether it was creating the first synchronized sound animation, the first feature-length film done entirely with animation, or the fulfillment of creating his own theme park. But most importantly, he never gave up.

Walt Disney was also a genius in marketing and an excellent businessman. His achievement as a creator of entertainment for an almost unlimited public, and as a highly ingenious merchandiser of his wares, can rightly be compared to the most successful industrialists in history.

There was no one quite like Walt Disney and we owe a lot to this cultural icon, who gave his name to the most famous brand of family entertainment in the world and brought joy, happiness and a universal means of communication to the people of every nation.

His incredible legacies will definitely live on for all time and continue to delight and inspire all generations. The magic and imagination that he put into his work is simply astounding, and has been transferred into the minds of children everywhere. Can you imagine a childhood without a Walt Disney movie, toy, or theme song?

LET'S TAKE A LOOK AT JUST A FEW OF THE MANY DIFFERENT ACCOMPLISHMENTS, ACHIEVEMENTS AND PRESTIGIOUS AWARDS THAT WALT DISNEY WAS ABLE TO ACQUIRE THROUGHOUT HIS CAREER AS WELL AS AFTER HIS DEATH:

- The highest number of Oscar Awards in the history of the industry. He was nominated 64 different times and won a record-setting 32.
- The very first color cartoon (Flowers & Trees) to win an Academy Award in 1932. Plus an additional 48 Academy Awards for other contributions.
- Seven different Emmy Awards.
- The Legion of Honor from France and the Presidential Freedom Medal.
- Two stars under his name on the Hollywood Walk of Fame, one for his work in television and the other for his work on the big screen.
- And last, but certainly not least, a special award from the League of Nations for creating Mickey Mouse.

REAL WISDOM

- FROM DISNEY MOVIES -

We never realized when we were kids just how deep Disney movies are. We were more concerned with the songs and the prince and princess finding their happily ever after. However, if you take a look at the quotes from some of our favorite Disney movies, there are some seriously moving lines that hit right to your heart. We've rounded up the following quotes to inspire and motivate you.

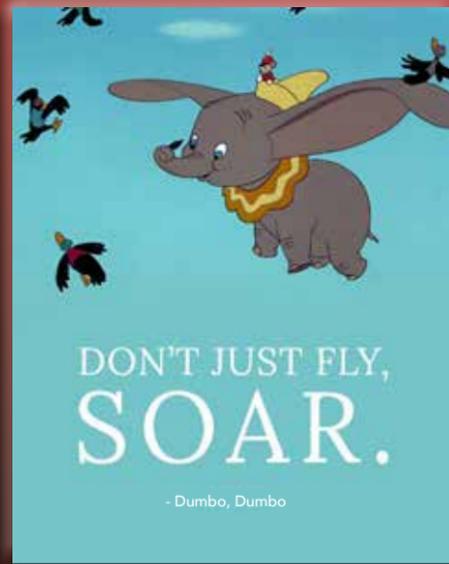
— Always let your —
CONSCIENCE
BE YOUR GUIDE.

- Jiminy Cricket, Pinocchio



BEAUTY
— is found within. —

- Narrator, Beauty and the Beast



DON'T JUST FLY,
SOAR.

- Dumbo, Dumbo

SOMETIMES
THE RIGHT PATH
IS NOT THE EASIEST ONE.

- Grandmother Willow, Pocahontas



Sometimes we only see how people
are different from us.
BUT IF YOU LOOK HARD ENOUGH
YOU CAN SEE HOW MUCH
WE'RE ALL ALIKE.

- Jasmine, Aladdin



A true hero isn't measured by the
size of his strength,
BUT BY THE STRENGTH
OF HIS HEART.

- Zeus, Hercules



It's up to you how far you'll go.
**IF YOU DON'T TRY,
YOU'LL NEVER KNOW.**

- Merlin, The Sword in the Stone



Venture outside your comfort zone.
**THE REWARDS ARE
WORTH IT.**

- Rapunzel, Tangled



— There's the whole —
WORLD
AT YOUR FEET.

- Bert, Mary Poppins



**EVEN MIRACLES
TAKE A LITTLE TIME.**

- Fairy Godmother, Cinderella



LIFE IS A JOURNEY
TO BE EXPERIENCED,
NOT A PROBLEM TO BE SOLVED.

- Pooh, Winnie the Pooh



LET IT GO.

- Elsa, Frozen



If you focus on what you left behind,
**YOU WILL NEVER SEE
WHAT LIES AHEAD.**

- Gusteau, Ratatouille



You don't have time to be timid.
**YOU MUST BE
BOLD AND DARING.**

- Lumière, Beauty and the Beast



If you keep on believing,
**THE DREAM
THAT YOU WISH WILL
COME TRUE.**

- Cinderella, Cinderella



HOW CREATIVE ARE YOU!

We invite you to use this test to determine how creative you are. After completing the questionnaire, complete the key to determine your level of creativity. Respond to each statement below with **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) or Strongly Disagree (SD).**

Statement	Choice
1. Creativity is a regular part of how I perform my job (or responsibilities).	<input type="checkbox"/>
2. I have mastered a set of creativity skills that I use on a regular basis.	<input type="checkbox"/>
3. I am receptive to ideas that challenge my way of thinking.	<input type="checkbox"/>
4. Time restraints are not a problem for me in being creative in the workplace.	<input type="checkbox"/>
5. I regularly take time to learn and implement advanced creativity techniques.	<input type="checkbox"/>
6. I am receptive to team creativity, even if rewards are shared equally between all team members.	<input type="checkbox"/>
7. I have an in-depth knowledge of the areas of my job that require me to be creative.	<input type="checkbox"/>
8. I consistently take my ideas from conception to application.	<input type="checkbox"/>
9. I am not limited by my position with respect to implementing creative ideas.	<input type="checkbox"/>
10. I am aware of my unique way of being creative and I use it on a regular basis.	<input type="checkbox"/>

Total: _____

For each of the responses to the statements above, follow the instructions below to obtain a numerical score.

NUMBER OF:

SA Responses _____ X 4.0 = _____
 A Responses _____ X 3.0 = _____
 N Responses _____ X 2.0 = _____
 D Responses _____ X 1.0 = _____
 SD Responses _____ X 0.0 = _____

Total _____

Multiply your total by 2.5 to obtain your total creativity quotient based upon a 100% scale.

Total _____ X 2.5 = _____%

The average score of individuals taking this assessment is 72%.

KEY FOR SCORES

90% - 100% Extremely Creative—Creativity is a natural part of your life and you have no problem integrating it into your work life.

80% - 90% Very Creative—You are probably most creative in response to the problems you encounter, rather than it being a skill naturally used in every part of your life.

70% - 79% Creative—You are creative and know how to implement it. However, there are self-imposed limitations (and probably organizational barriers) that prevent you from routinely using it in problem solving and challenging opportunistic situations.

Less than 70% Creatively Challenged—You are probably creative in practice, on occasions.

All scores could benefit from a creativity course, but anyone scoring 90% or below would particularly gain value from the course. Please e-mail or call us with any questions that you have about the self test or the creativity courses.

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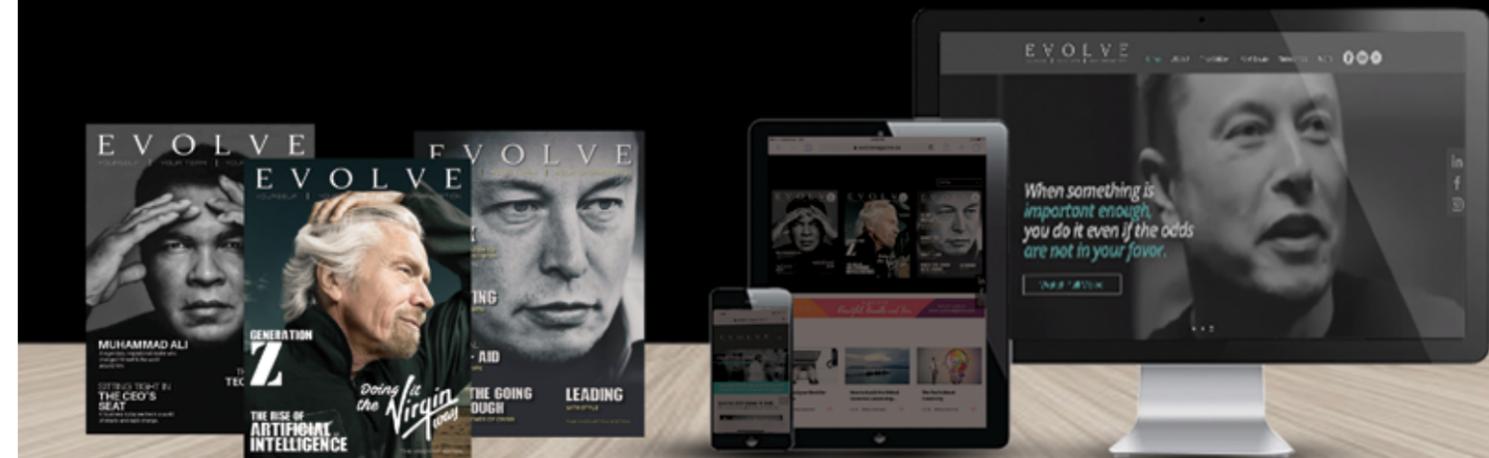
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We look forward to receiving your feedback and hearing what topics you would like to read in the future.



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COMMIT OR QUIT!

FROM A FATHER WHO IS ALSO IN BUSINESS

Shortly after joining the workforce as a fresh university graduate, I struggled with accepting managers who I thought didn't 'earn' their positions. I wondered back then why they were in leadership positions when there were more talented and gifted people in the organization.

Fast-forward some twenty-odd years later, a father of three is wondering how best to instill certain values in his children to help them meet the challenges the future will inevitably present them with.

Being the same person in both cases, I found myself repeating to my kids that being smart or talented is a gift that they didn't do anything to earn. What you do with this gift through effort, however, is a choice. And it is only those conscious choices we make in life that matter.

Interestingly, when the thought was vocalized it caused me to reflect on my fallacy as a young financier.

It is not talent that determines who 'earns' positions, or at least not solely, it is mostly consistent effort and hard work.

By: Ramy Youssef

KEY PREDICTOR OF SUCCESS

After more than twenty-three years of work, I have seen numerous examples of talented people who don't 'make it', or even fail, and others who were less talented in comparison progressing through the ranks. Numerous publications address this phenomenon, but in my view, none as sharply as Angela Duckworth's bestseller "Grit - the power of passion and perseverance". There seems to be growing consensus based on research that grit, perseverance, or synonymous words of your choice is the key predictor of success.

That seems logical and aligns well with the ten-thousand-hour rule that Malcolm Gladwell coined in his book "Outliers - the story of success" (the key to success in any field is practice for ten-thousand hours, which can be accomplished with 20 hours of

work a week for 10 years); as it is rather inconceivable that a person would spend ten thousand hours doing something without passion and perseverance.

The idea becomes clearer when you think of the number of hours professional athletes and musicians train every week.

OBSTACLES TO GRIT

Now if it all seems so simple and logical: love something and work hard, why is success the exception rather than the rule? Why is it usually easier to quit and so difficult to commit?

A career in finance hardly qualifies me to answer this psychological question. However, certain observations drawn from the laws of physics are worth noting.

When you consider why a 5 gm nail can break through wood with slight force when a 10 kg steel block cannot, no matter how much force goes behind it, parallels could be drawn with the question of commitment. The word 'focus' is key, it applies to a career breakthrough just like it applies to the nail and wood.

A lot of times we 'spread ourselves too thin', trying to achieve numerous things on many fronts. That is not the issue; the issue is how this blurs our visions and distracts us from our top goals. In a broader sense as Michael Porter put it 'the essence of strategy is choosing what not to do'. Now if this applies to strategy, shouldn't it apply to the way we approach our lives?

One of the key underdeveloped skills I have seen throughout the years is the ability to say 'no'. It is not as simple as it sounds, for it requires knowing when and how to say it. Combining a sharp focus on top priorities, saying no to distractions, and constantly visualizing the end state should make commitment easier...never easy, but easier.

”

WORKING ON THE STUFF WE HATE

We tend to love what we're good at and shy away from what we need to develop.

Whether it is driven by the sweet taste of success, a fear of failure, or a combination of both; the result is the same: leaving this attitude unchanged limits the areas where we excel.

In the context of career progression, consider the qualities most important to promote a person to leadership positions.

What would be the most significant factor in your choice? I believe it is judgment, the ability to make 'mostly-correct' decisions when faced with ambiguity.

Whether you agree with this or not, judgement is built and honed by knowing something about most things rather than knowing everything about one thing. This will only be developed through working on the stuff you hate.

Needless to say, working on the stuff you hate must be within your top priorities so as not to contradict your work on 'focus'.

WHEN QUITTING MAKES SENSE

My youngest is a very energetic, lively (yes, I mean loud), nine year old boy. In our pre-bedtime routine (parents would know what I mean and how far this can extend) I usually end up saying "you have to know when to stop". The same applies in business:

"YOU HAVE TO KNOW WHEN TO QUIT"

I think the issue is that on a subconscious level we equate quitting with failing. This is somewhat true, however, quitting items far down our list of priorities to make time for our top ones is needed and should be an ongoing routine.

Just like businesses make decisions to quit losing lines of business, you decide to forego the necktie to make it in time for the meeting, or not to reply to that last email to make it in time for dinner with your family.

In summary: Develop grit, focus, work on the stuff you hate, and know when to quit.



THE HELICOPTER BOSS SYNDROME

Putting Micromanagement under the Microscope

Jennifer Winters

It's near impossible to hit "big picture" goals and intricately manage every moving piece at the same time. Many managers have allowed themselves to fall into the "Helicopter" style of management, which stifles creativity and demotivates people. The good news is that once recognized, this unproductive and unhealthy habit can be broken.

Research indicates that one of the top reasons people leave companies is because of poor relationships with their managers. People like to feel they are capable of doing a good day's work, and would not stay in a position where they feel their manager isn't confident that they can do an efficient job on their own. Replacing these employees can cost up to 2.5 times of their salaries, which takes its toll on the company's bottom line.

Allowing people to do a good job and learn positively from their mistakes is key to the health and growth of everyone involved. For Helicopter bosses, the hardest part of letting go and empowering others is their driving need to "control" everything. But the days of command-and-control are fast disappearing and managers who feel compelled to micromanage need to "reboot" and upgrade their style of management or run the risk of becoming obsolete.

Today's employees appreciate working with managers and leaders who offer challenging opportunities to unlock their potential and creativity, and create a "no-fear", autonomous environment. Under a constant gaze people begin to lose faith in their own abilities, and to remedy this means allowing them to have space to do their job and learn from their mistakes.

Granted, there is a certain amount of management necessary to advance people in their careers and keep them aligned with company goals. But executives and managers must learn to let go and trust, or risk alienating their talent. While the line between effective, involved leadership and micromanaging can be thin; many employees have felt the effects at one point or another of a manager whose management style is more overbearing than hands-on and collaborative.

Micromanaging can show up in many forms, but most typically in bosses who dictate how employees complete tasks, question employees' judgments, frequently ask for updates, and check on staff incessantly. Helicopter bosses hover over their employees and want to make all the decisions. Employees are not allowed to take risks or solve problems on their own.

When employees feel they are being put under a microscope, it can have a negative impact on their behavior and a vicious circle begins:

1. They don't perform up to standard
2. An inaccurate picture is created
3. Their employee performance gets affected
4. The micromanaging manager feels justified
5. The cycle continues and gets worse

WHY DOES THE HELICOPTER SYNDROME START?

Many helicopter bosses feel the need to hover in order to monitor efficiency, or to keep things on track, especially if an employee has erred in the past. But most micromanagers do so out of a need for control that often has more to do with their own control issues than the performance of their employees.

Often this need is rooted in growing up with over-controlling parents which can create the following:

- a sense of insecurity
- a fear of failure
- a need for control and power
- a need for perfection
- a need to be needed

Others simply don't know any better; they may have been promoted into a manager role without proper training, or maybe that's how they were managed. However, no matter where it started, the constant hovering is one of the most significant barriers to employee productivity. Nobody wants to work when their every move is scrutinized and there is a very thin line between being detail-oriented and obsessive!

MOTIVATION COMES FROM WITHIN

By micromanaging, people are only driven to perform in the hope that they will one day be left alone. In his book *My Way or the Highway: The Micromanagement Survival Guide*, author Harry Chambers reports that 79 percent of those surveyed said they'd been micromanaged at one time or another. A survey by Franklin Covey found that employees singled out micromanagement as the most significant barrier to productivity they faced, confirmed by a 2011 study published in the *Journal of Experimental Psychology* that showed people who believe they are being watched perform at a lower level. According to Daniel Pink, author of the bestseller book: *Drive*; while providing your employees with autonomy can sometimes feel scary, it is one of the key drivers of performance as motivation essentially comes from within. Pink found that for today's knowledge workers who perform tasks requiring even rudimentary cognitive skill, there are three intrinsic motivating factors that affect performance: **autonomy**, **mastery**, and **purpose**.

1. Autonomy: This is the desire to be self-directed and no amount of money, benefits, or perks can provide this basic human need. When managers are involved in the thought process behind every employee decision and direct every action, they rob employees of the personal satisfaction of doing a good job that is attained by conquering a challenge through individual effort.

2. Mastery: This is only attained when people are allowed to work on a task autonomously for long enough (with periodic input and support from leaders) to succeed. The accompanying satisfaction is incredibly powerful, and that is why, according to Pink, employees will work so hard during their discretionary time. Both Wikipedia and the Linux operating system exist because people wanted to perform challenging, technically sophisticated work for no greater reward than personal fulfillment.

3. Purpose: The final piece of the motivation puzzle is for people to be able to work towards a purpose wherein they can find meaning. Instead of stifling this innate human need, company leaders can channel it by guiding employees towards the fulfillment of the company mission which could be to provide great products, change the world, or help individuals and organizations reach their highest potential.

PUTTING THE MICROSCOPE AWAY

By allowing employees to engage in dialogue instead of telling them what to do, the message is clearly given that they are trusted to do the right thing. When everyone on the team is communicating, they can hold themselves and others accountable, so essentially a whole team of managers is created without the confining aspects that damage morale or interfere with employee autonomy.

The object is to provide a healthy style of management that allows space and freedom versus overbearing micromanagement.

The following steps will allow managers to keep their fingers on the pulse without stifling creativity and performance:

- Involve people in the decision-making process by teaching them how to make good decisions on their own.
- Schedule time to conduct lightweight weekly check-ins.
- Mentor and guide instead of dictating and directing.
- Coach people on how to solve problems by themselves.
- Learn to trust people, as trust will be reciprocated.
- Ask questions to understand what drives the team and what they would suggest and why in any given circumstance.
- Try and find out what they need and how they feel.
- Develop the awareness to self-manage so that you can resist the need to micromanage.
- Have the empathy to sense whether the impact you are having is positive or negative.

Giving people the space to do their best work doesn't mean letting go of the wheel completely as obviously it is still necessary to check in, to align everyone, to let them know that they are doing a good job or to support them in the areas where they feel stuck. But allowing space does mean understanding the fact that people will make mistakes, and some of those mistakes will be costly; but in order to allow for creativity, innovation and development people need to learn from their mistakes.

SELF DIAGNOSIS:

If you can identify one or more of the following characteristics in yourself, it is time to consider whether your management style could fall under the helicopter boss syndrome:

- You do not trust others to perform work on their own.
- You refuse to delegate anything because no one can do it as well or as fast as you can.
- Most of your day is spent away from your desk.
- You are constantly hovering over your direct reports, even when they have not asked for your help.
- You constantly try to control a virtual team by phone or by computer.
- You are burned out and lack work/life balance.
- You are quite harsh in monitoring your own life.
- Your team suffers from low morale and has a high turnover rate.
- Your team produces low-quality work and/or is not productive.
- Your team is not profitable.
- Your team lacks successorship strength.
- Your direct reports would say you have a need to hover.

7 HABITS OF HIGHLY HEALTHY BRAINS

in order of importance

BY DR SARAH MCKAY

SLEEP: A good night's sleep every night should be a priority, not a luxury. Despite being the number one fundamental base of good health; sleep is overlooked and under appreciated. Sleep deprivation (even a few hours a night) impacts cognition (thinking), mood, memory and learning and leads to chronic disease. Sleep is essential for consolidating memories and for draining waste products from the brain. Not only do we under-sleep, we also under-consume natural light during the day and over-consume artificial light at night leaving our natural daily rhythms, hormones and immune systems dysregulated. Short afternoon naps consolidate memory, spark creativity and smooth your rough emotional edges (no guru, course or app required!).

MOVE: The best exercise for your brain is physical exercise. Daily exercise increases blood flow to the brain. Exercise triggers the release of brain derived neurotrophic factor (BDNF), which promotes neuronal growth and survival, reduces inflammation, and supports the formation of long-term memories. Exercise reduces the risk of dementia (and other chronic lifestyle diseases), acts as an antidepressant, and regulates mood. Our brains evolved to support bodies that move through, make sense of, and respond to the natural world around us. A simple walk outdoors gets you away from digital devices and into nature. You'll do your best thinking when walking.

NOURISH: A healthy brain requires a healthy well-nourished body. Research points towards a Mediterranean-based diet of mostly plants (vegetables, fruit and legumes), fish, some meat, olive oil and nuts as optimal nourishment for brain health. Coffee in moderation prevents cognitive decline, memory loss and protects against dementia (Plus, the little pleasures in life are important too!).

CALM: Find your moment of calm. Not all stress is bad, but chronic stress, especially life events that are out of our control, can change the wiring of our brains. Too much cortisol (a stress hormone) prevents the birth of new neurons and causes the hippocampus (the brain structure involved in learning and memory) to shrink, reducing your powers of learning and memory. To de-stress, find your place or moment of calm. Do something pleasurable - meditate, practice mindfulness, walk, or nap. The most pleasure is to be found in doing something you're reasonably good at and that also poses some degree of challenge.

CONNECT: We are born as social animals and have a fundamental need for human warmth and connection. Having supportive friends, family and social connections helps you live longer, happier and healthier. Socialising reduces the harmful effects of stress and requires many complex cognitive functions such as thinking, feeling, sensing, reasoning and intuition. Loneliness and social isolation have impacts on health and survival as negative as smoking.

CHALLENGE: Keep your brain mentally active. Adults who regularly challenge their minds and stay mentally active throughout life have healthier brains and are less likely to develop dementia. It's thought ongoing education and mentally challenging work build cognitive reserve (the capacity to cope better and keep working properly if any brain cells are damaged or die). Choose mentally challenging activities that you can practice regularly, that are reasonably complex and that take you out of your cognitive comfort zone. Try activities that combine mental, social and physical challenges.

BELIEVE: Seek out your purpose in life. Find your north star, your passion, your bliss, your inner voice, your wisdom, your calling. Whatever you call it. Research has found that people who score high on life purpose live longer, healthier and more fulfilling lives. Do extraordinary things! Set fantastic, passionate goals and work like crazy to achieve them. Find your place of flow—that sweet spot where you so intensely and completely focus on the present moment and the task at hand and that time passes effortlessly. Some say flow is the point of life.



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WINTER IS NEAR, ARE YOU READY TO ADAPT?



In the infamous HBO's Game of Thrones, queen Daenerys "Khaleesi" used to skim through kingdoms with her three invincible dragons. Now as viewers anxiously anticipate the final season, she is going to face a paramount change in the war landscape; the white walkers not only brought down one of her dragons, they turned it into a zombie-like weapon of their own. Not to mention Queen Cersei, her traditional rival for the throne, who had her army develop a giant ballista that showed promising air-defense strength against the hovering beasts.

Are you usually taken away by epic stories? How astonishing is it to realize that this kind of dramatic evolution of events does not only happen in fiction! Here is another similar yet real-life scene; on a rather seemingly ordinary business day, you rush into the boardroom for an early morning meeting called upon by your brand team. They break the awkward silence with an unpleasant opening, everyone already knows what's going on but just hates to admit it, you were all doubtful at the beginning, but for the last few days the sales of your leading product has been suffering a scary free fall. It is always this or that unexpected root cause, sometimes it's not even competition but rather a market transition, a new regulatory legislation that made you introduce some alterations on the pack, an antitrust mandate that made you let go of a key distributor, or just a sudden shift in consumers' needs.

Business consultants occasionally preach about "leading change"; how a leader could introduce a game-changing event, take the market by surprise, recognize and utilize new consumer trends, or lead change internally by revolutionizing processes or fighting complacency at the workplace. However, not all changes are planned, as Heraclitus said "Panta Rhei", meaning "All things change"; change is sometimes superimposed by the marketplace, governments, social bloggers, or even by your own headquarters. Change leaders are not those just capable of turning the place upside down for new ideas, they are also supposed to anticipate change, help their teams get ready, and be able to adapt to shocking overnight breaking news with steady hands and sharp minds.

SO HERE ARE FEW THOUGHTS FOR LEADERS TO EXHIBIT ADAPTABILITY TO CHANGE

EXPECT THE UNEXPECTED

"If anything can go wrong, it will", a simple statement of Murphy's law. As grave as it may sound it is frequently undermined. Very few leaders bring their teams in a room and ask "Ok, we know the usual risks, but what "else" could go wrong?" It never hurts when everything is going well to pause once in a while and ask your team good questions, simulate in your mind and more importantly simulate with your team on what new issues might arise, you could very possibly be surprised by how a new member in your team picks

an alarming thread just because he/she is not yet overwhelmed with the overall feeling-good of existing performance. Most of crisis management techniques will still apply, like defining who deals with what first, rules of engagement...etc. yet the content and scale of preparedness may significantly vary if you only stick to traditional problems or rather equip yourself against every possible scenario.

DEAL WITH THE SHOCK THEN MOVE ON

Imagine yourself in the middle of a town-hall with your employees discussing recent changes; watch out for your reactions, even the slightest limerick you casually drop in an informal break or a frown you carry on your face during your talk. You are expected to be a role model, your team members will closely monitor how you deal with the news, and whether you really mean what you preach, or just operate your auto-pilot on "change leadership protocol" while deep-inside you are as doubtful as they might be.

Then as you deal with the news, you will need to separate feelings from facts. Feelings should be expressed, it's healthier this way. Don't try to sugarcoat bad news, sometimes bitter taste can help people move on from denial and appreciate the scale of change. Likewise, it is equally important to defend against any alteration of facts, so ensure to make frequent statements; what is really changing, why and how best to deal with it.

There is this famous "Rule-of-seven" that I always believed in, messages stick in listeners' minds if they hear it for seven times even in different ways and different settings. Finally, as you deal with first impact, you as a leader have certainly moved on, but did everyone else? Don't get deceived with possible faking of adaptation, behind your back in some open-space cubicles there could be few who are murmuring with negative vibes. How to recognize? Ask provocative questions, invite others to disagree with you and avoid hinting that you only favor those who are in the same state of mind like yours. It may sound like inviting trouble, but it is the only way to uncover those who may hurdle the bigger group from moving on. Then once these guys are exposed, others will shortly realize how weak their arguments are when challenged in open and transparent discussions.

THERE IS NO MANUAL ATTACHED MAKE YOUR OWN PLAYBOOK

Let's take the last US credit crunch as an example, most businesses were getting nowhere, and failure was inevitable to many. The retail business for example was gravely affected as families had to prioritize spending, setting aside all what could be categorized as "leisure". Only very few companies managed to flourish during the crisis; AMAZON for instance made the best use of the circumstances by deciding to prioritize customer needs over short term profits and focused on cost-saving ideas and marketing of new low-price-

products especially around holiday seasons, that they actually grew by 25% during the recession. Alternatively, LEGO had a different say yet an equally standing-out triumph, they managed to hit an all-time profit surge by simply deciding not to fight the existing troubled market, just maintaining status quo in the US market while focus on penetrating new global markets in Asia and Europe.

Change is sometimes an outside influence that no one was ready for, you had no prep, and it could be unprecedented. The tendency to reactively handle issues as you go might be tempting, yet it is still critical for you and your team to outline clear guidelines and set priorities, give ownership to your team, coach them as needed then once endorsed by everyone these guidelines should become the reference binder for everyone in the organization to follow. And remember, process is not everything, sometimes best practices of adapting to change may need the inclusion of proper knowledge and awareness for everyone, adopting new skills and allocating proper resources.

YOU THINK YOU HAVE NO INFLUENCE? THINK AGAIN!

Here is a word for middle-managers, never assume a large-scale change is a matter of concern for upper management only. There are those many times that I heard someone saying, "this is bigger than me, let's see what the board decides" or something to that effect. It is as clear as the sun in the sky how middle managers can affect the overall morale of employees and bring all kind of intangible benefits to the cohesiveness of the organization. Just like in a Hollywood movie where an unpopular scientist could save the world from alien invasion, employees down the hierarchy ladder could add much more value than they might think.

In the last 20 years, Going-Green did not only become a public demand but also a priority for many governments including the EU (and the US during the Obama era); all companies have to invest in this field or otherwise they would be under pressure.

In 2010, in an attempt to showcase that profit and environment are not an either-or choice, XEROX launched a global internal Green innovation competition; they actually saved \$10.2 M through ideas contributed by ordinary employees from around the world, which was above 2% of XEROX net income that year. The morale of XEROX's and every similar story: employees' engagement is key for organizations to adapt to change. Therefore, the word goes to senior management too; never undermine contributions coming upstream the line of command, smart people don't need heavy titles next to their names in order to be eligible to see a solution that many others might have missed.

Finally... I leave you with this inspiring quote from Jimmy Dean which I believe sums up what adapting to change is all about;

"I CAN'T CHANGE THE DIRECTION OF THE WIND; BUT I CAN ADJUST MY SAILS TO ALWAYS REACH MY DESTINATION."

LEVERAGE THE A, DITCH THE F

Focusing on Strengths and not Shortcomings

Eman El Koshairy

I used to struggle at work, trying hard but failing to execute, especially when it came to a detail oriented task. I told my boss "I am a big picture person, I like researching and looking at how things connect together, conceptualizing ideas, building a vision; but not executing things." He said, "everyone would love to just come up with the ideas and not do anything", suggesting that it maybe a lack of discipline on my side. A few days later, in a training with the company, I took the Gallup Strengths Finder Test. And as it turned out, there was a good reason why I was having this struggle.

SO WHAT EXACTLY IS A STRENGTH?

A strength is a something you are naturally and effortlessly inclined to excel at more than the average person. Think of that thing you do easily, that you are energized and can spend hours doing without feeling the time pass. The thing where you put little effort in, but surprisingly find yourself praised for the amazing outcomes. It is the the time you feel like you're in your zone, in a state of flow, like you are doing what you were meant to be doing. There must be something that popped into your mind by now, hasn't it?

THE CLIFTON STRENGTHS

DON CLIFTON is the Father of Strengths Psychology and Inventor of CliftonStrengths. The belief is that we can empower people much more if we recognize and capitalize on their strengths. Clifton recognized 34 strengths or themes that each of us have but in different intensities; your top strengths are what makes you unique and what you can use to maximize and achieve extraordinary results. He developed the "CliftonStrengths 34" as a way to help people and organizations maximize their potential.

Growing up, we were always asked to look at our shortcomings or "areas of improvement". If a child goes home with the report card with all A's and one F, what happens? The following months of his life become all about that one F subject. A year later, you could probably find this child feeling that he/she is not good enough, that something is wrong with him because he is not able to perform like others in that subject, or like himself in other subjects.

Strength-based psychology suggests something else; that we should not focus on that F, while acknowledging it, but capitalize on all the subjects where we got As. Not just that, but actually try to use the subjects where we got an A to help us with the F.

Let me give you another example; let's say you want to give a presentation. We always feel that the best presenters are people that are charismatic, interactive and engaging. You might not be that person, and might strive all your life to be better at this, but never reach the level of someone who is naturally talented at it, at least not without tons of preparation.

However, if you know that you have a strength called "input" in the CliftonStrengths for example; you know you are the kind of person who likes to collect and store information, and categorize and sort it out in your own way. So whatever topic you present, you are able to give it an angle that is different, informative and holistic, and for that you can provide very interesting and engaging content, and

that you will do effortlessly and naturally. Of course you will need to work a bit on your public speaking, but you know you would probably outperform the charismatic presenter whenever a topic needs a lot of research, or has complex information to present.

The point is not to think about our strengths in a way that limits us, on the contrary, we use those strengths and capitalize on them to hack our way through our "areas of improvement". It's the perfect application of working smart not hard. We could do so much effort trying to do something the way others do it and get frustrated at why we don't get the same results. When the problem was never in the effort exerted but how it was exerted.

SO HOW DOES IT WORK?

According to the research, the 34 CliftonStrengths defines themes or strengths that fall under 4 main domains. Once you take the test, your strengths are ranked and you are asked to look at your top 5 strengths and understand how they make you unique.

SO FIRST, LET'S LOOK AT THE DIFFERENT DOMAINS

EXECUTING

Strengths that fall under this domain are related to the hard workers that like to get things done. These themes answer the question "How do you make things happen?". You can resort to people that are strong in themes of this domain when you need relentlessness to get something done, their strength is a drive to keep things going and doing.

The strengths that fall under this domain are: Achiever, Arranger, Belief, Consistency, Deliberative, Discipline, Focus, Responsibility and Restorative

RELATIONSHIP BUILDING

This domain deals with themes that are related to the human element and building connections. These themes answer the question "How do you build and nurture strong relationships?". People with dominant themes in this domain are great at bringing people together and reaching synergy.

The domain includes these themes: Adaptability, Developer, Connectedness, Empathy, Harmony, Includer, Individualization, Positivity and Relator

Once you identify your top strength, you can also see which domains you strengths lie in. This will help you see clearly which domain you are strongest at. The test result also gives you more indicators about how to use your strength and how to build on it to be more effective in what you do.

So back to my test results, the only strength I had in the execution department was belief, which explained why sometimes I could pull through detail oriented tasks, when I was driven by purpose, but in general it's not where I excel, it just doesn't come easily to me.

PUTTING YOUR KNOWLEDGE OF STRENGTHS TO USE AT THE WORKPLACE

BUILDING TEAMS:

As you build a team, make sure that you identify the different domains you need in this team, and that the team members exhibit strengths under these themes. For example; a marketing team would need more people from Strategic Thinking themes; while an operations team requires people with Executing related strengths, and a sales team should have a dominance in the Influencing domain.

BETTER COMMUNICATION:

Understanding how people work and how they are motivated would help you better communicate and connect with teammates and subordinates. Imagine having a teammate that has the harmony strength, they are always avoiding conflict and confrontation, and shy away from expressing themselves in an argument. Understanding that can help you deal with them better, especially when there is conflict. Deeper understanding of these themes would turn light bulbs all along and make you look

INFLUENCING

This domain covers themes of those who can sell big ideas and are able to speak up, take charge and deliver messages across to audiences no matter how much out reach you are looking for. These themes answer the question "How do you influence others?". People with influencing are your go-to people when you want to sell ideas internally or externally.

The themes under this domain are: Activator, Command, Communication, Competition, Maximizer and Self-Assurance

STRATEGIC THINKING

This domain is about the visionary themes, the themes that can work with problem solving, dreaming and looking at the big picture. These themes answer the question "How do you absorb, think about and analyze information and situations?". You resort to individuals strong in this domain when you need to make decisions, evaluate outcomes and think about the future.

The domain includes the following themes: Analytical, Context, Futuristic, Ideation, Input and Intellection

back at situations and understand why they happened that way and how they could have been handled differently.

ASSIGNING ROLES AND RESPONSIBILITIES:

You may discover that someone is more suited for certain tasks, or recognize tasks that drain someone. In time, you can balance the load or find a better distribution of roles. You might be frustrated at a team member because they are not able to generate new ideas or innovate, but understanding that this is not their area of strength can help you assign different roles to them.

MAXIMIZING PERFORMANCE:

Understanding the themes never means labeling or sorting people out. You can use your understanding of people's strength to get them to perform tasks they were not inclined to, in a better way. For example, understanding that I had the belief theme as a strength that helps me when I need to get work done, I often reflect on work I do and try to link it to a bigger purpose to keep going through. This has helped me pull through tasks that I would not have otherwise got done.

TUNING YOUR STRENGTHS:

In another training I attended, the strengths based approach was given another angle, one that I really liked. It is that most of our "shortcomings" come not from the lack of strengths, but from the overpowering of a certain strength in a way that affects performance negatively in a specific task.

For example, someone with Empathy as a strength, can have trouble being assertive, because their empathy makes it hard to take a stand. In that case, you need to tame this strength to make sure you are using it effectively and strategically.

YOU CAN READ MORE ABOUT EACH THEME HERE

WWW.GALLUPSTRENGTHSCENTER.COM

5 Most Common Leadership Mistakes and how to avoid them

“Being a leader generally means the day-to-day work of managing people and relationships, ensuring teams perform well and being involved in creating a positive work environment. However, whether you are the boss of a big team, the manager of a smaller team, or simply taking the lead on a particular project, you are at risk of falling trap to the five most common leadership mistakes.

To help you avoid them, we've identified below what they are and the necessary tips to take to prevent you from making one or more of the mistakes twice.



1. NOT DELEGATING ENOUGH

This is a common pitfall for leaders - especially newer ones; a leader feels that his team cannot do a particular task as quickly or as well as he can, so he/she avoids delegating. Even if the leader's time could be better spent on something more important, he doesn't want the task done by someone else if the quality will suffer - even by a small margin. By avoiding or failing to delegate, you become a bottleneck to getting things done, which results in frustrated team members and missed opportunities. Imagine your staff waiting a few days for you to finally finish a report before they can move forward with the rest of the project, when they could have easily done the report themselves.



HOW TO AVOID IT:

As a leader, give up the urge to do everything yourself; instead focus your time and energy on the bigger picture. Your job is to do the things that only you can do, and let your team take care of everything else. It's not always easy to delegate, but it's absolutely necessary for the growth of your team.

2. NOT ASKING FOR FEEDBACK AND IDEAS

Good leaders are good at giving feedback; great leaders are good at asking for it. Even though we know that two-way communication is important for good leadership, we often neglect to provide a system for receiving feedback and constructive criticism. Getting feedback from your team can help you stay ahead of trends and take advantage of opportunities as they come up. Leaders also trap themselves in being the sole thinkers in the team/organization, or they only listen to their own ideas. But most of the time, the best ideas come from collaborative thinking and from those closest to the task - i.e. employees.



HOW TO AVOID IT:

Employees or team members and listen attentively to what they have to say. Spend time listening to your people and reward them when they come up with good ideas. Who knows? Maybe your team will come up with the next 'Big Mac'!

3. NOT ROLLING YOUR SLEEVES UP

Although your 'job description' as a leader or manager is necessarily different from people working under you, you should be careful not to lose perspective about the day-to-day work of your team. It's hard to understand what your staff or team members are going through unless you occasionally join them in the work they're doing. General George S. Patton famously said, "No good decision was ever made in a swivel chair." In other words, great leaders aren't afraid to get their hands dirty.



HOW TO AVOID IT:

Periodically join your team 'in the field' to better understand their strengths and challenges. In addition to gaining respect from your team by demonstrating you are not above working with them, you will find yourself better equipped to make organizational decisions.

4. NOT HAVING A BIG ENOUGH VISION

Between thinking too big and not thinking big enough, most of us tend towards the latter. Whether it's fear of failure, or simply not taking the time to think about it, it's important to realize when we're short-selling ourselves with a weak vision of the future. Although it might seem counterintuitive, bigger dreams may actually be easier to achieve than mediocre ones because a grand vision inspires other people to help you. As Walt Disney said, "All our dreams can come true, if we have the courage to pursue them."



HOW TO AVOID IT:

Having a grand vision and learning to articulate it is important. People don't just follow a leader, they follow a vision as well. Is your vision for your organization big enough to capture the hearts of your team? If the grandness of your vision doesn't scare you a little bit, you might need to dream a little bigger!

5. NOT VALUING YOUR PEOPLE

It's easy to take for granted the people who work for you. It takes time, effort (and sometimes money) to invest in relationships, and you may feel like your resources could be better spent elsewhere. Unfortunately, this ignores the reality that as a leader, the people on your team are your biggest asset.



HOW TO AVOID IT:

There's a saying that goes, "If you can make people around you successful, then you will be successful too." By valuing every single employee or team member, you are investing in your personal and organizational success. Make your people feel like an important part of the organization by allowing them to share successes, be it through stock options or other forms of rewards.



From intern to
Executive:
Must have corporate
wardrobe pieces!



WHITE CRISP SHIRTS - stock up on those, you will wear them a lot if you work in a formal or even semi-formal environment, and no washing machine will be able to keep up with you!

BELTS - Whether you wear a suit to work or not, your shirt is probably tucked in at all times (or so it should be). And with tucking in comes a nice formal belt. Extra tip: find double faced belts (black and brown) to easily match to different ensembles.



TAILORED SUIT - the right suit is one that is fitted and tailored exactly to your measurements. It looks more polished and gives you the right professional look you need.



DARK WELL-FITTING JEANS AND POLO T-SHIRTS - we all wait for the end of the week for this casual Thursday. But just because it's casual doesn't mean we go to an extreme with faded ripped jeans or graphic tees. Darker denim trousers always look smarter than lighter shades. And try to match those with polo t-shirts or casual shirts for a relaxed smart look.

BLACK FORMAL SHOES - even if you go to your office in business casual, there comes the occasional meeting and you don't know what to put your feet into. Don't forget to pair those up with dark long socks.



A SILK TIE (OR TWO) - pick your favorite neutral color, and buy yourself a nice tie for the occasional conference, meeting or presentation. But if your work requires wearing formal all the time, you will need more of those. Keep it classic and sharp with thin stripes or tiny polka dots.

COLOURS YOU CAN NEVER GO WRONG WITH

For suits, blazers, and trousers: black, navy blue, darker greys

For ties: different shades of blue, darker reds, champagne

For shirts: white, beige, light blue, light purple

AS A GENERAL TIP

Always make sure your clothes are ironed and free of holes or stains. It is never okay in a business environment and can really affect your professional image.

**STAY TUNED FOR THE
WOMEN'S VERSION
NEXT ISSUE!**

WHEN SILENCE IS ANYTHING BUT AWKWARD



"I hear you, but..." How many times have we caught ourselves saying this to a colleague, a friend, our child or our loved one? Are we really listening to what they're saying or simply hearing while we wait impatiently to have our say?

WHEN LISTENING, WE USE, ON AVERAGE, ABOUT 25% OF OUR BRAIN CAPACITY

We spend about 70 to 80 percent of our waking hours involved in some sort of communication. Of that time, 55 percent we spend writing, reading and speaking, and 45 percent listening. Some would argue that this is quite a good and healthy ratio. But here is the catch; listening is closely linked to speaking and thinking.

As a general rule, we think faster than we speak. Most people speak at an average rate of 125 words/minute, while our brains - when used at the maximum capacity - are capable of understanding up to 400 words/minute (more than triple the rate of anyone talking to us). So what happens in our brain when we're listening to an average speaker?

According to various studies; while listening, we only use 25 percent of our brain capacity, while the remaining 75 percent is free to wander. Whether about different thoughts in your brain or about what to say next or what you said previously. Have you ever found yourself saying "I'm listening..." when receiving a blank stare from your conversation partner? You most probably were listening, but your mind had enough "free disk space" to also think of something else.

WE RETAIN ABOUT A FOURTH OF WHAT WE HEAR

Let's imagine for a moment that you're attending a business conference. You're sitting now at a table, in a nice conference room, listening to a 10-minute presentation on a topic you're highly interested in and delivered by a fantastic speaker. Studies reveal that, despite your high interest and personal motivation, during these 10 minute, on average, you would have heard and understood about 50 percent from what has been said. Fast forward to 48 hours after the conference, you're now enthusiastically sharing the information you got during this presentation with your colleagues at work. The same studies conclude that by now you would, on average, be able to remember about 25 percent of what has been said.

In other words, we retain about a fourth of what we hear. So what can we do to enhance our listening? And what is the role of silence in all this?

CONSCIOUS LISTENING AND SILENCE

When we listen, actively and consciously, we open the door to understanding. And understanding enables us to explore wonderful new possibilities and ideas.

Silence is an essential part of active listening and a powerful tool in itself. The art of Silence is now being analysed and discussed in a multitude of disciplines from psychology to interpersonal development, to meditation and mindfulness. It has become a "luxury" for the modern world. Although, when it happens naturally that we come across a pause in our personal or business conversations, we still, too often and too fast, call it "awkward silence". It's as if we cannot decide if silence has a positive connotation or a negative one. Or rather, we oscillate between when it is considered acceptable to be silent and when it is not.

BUT WHAT IF WE WERE TO DECIDE THAT SILENCE IS OUR BEST FRIEND, HELPING US TO BECOME BETTER LISTENERS? AFTER ALL, THE OLD ADAGE STATES: SILENCE IS GOLDEN!

CONTINUOUSLY DEVELOPING OUR LISTENING ABILITY

While I don't believe in prescriptive, guaranteed, or proven methods to achieving enlightenment, I do strongly believe in continuous learning and exploration of ideas. Throughout my journey as a professional and as a human being, during the last couple of years, I've learned a few lessons about listening and practicing silence, which proved to be valuable and worth spreading.

The below points are mere ideas, with more or less proven scientific value or basis, although tested and practiced. You could consider them, in order to further build your listening skills while making use of the great gift of silence

ADJUST YOUR MINDSET

To put it simply, our minds dictate what we are listening to and what we observe. And this is a topic that has been thoroughly researched. You've probably experienced it at some point in your life. For example, you decided to get a new car or a new phone, that you thought was not such a popular choice, only to discover, within days, that many other people have the exact same item. While there's a chance that suddenly everyone rushed out to buy the same car or phone (if you were a social media influencer for example), it is more likely that you've actually started, unconsciously, noticing more and more the same items around you.

A similar process takes place when we listen to others. It's a form of "selective listening". We only hear what we choose to hear or what is convenient and supporting of our point of view. Everything else is consciously or unconsciously discarded. We listen in order to provide ourselves with a link to make the point that we intended to make to begin with.

What we can do, is be self-aware of our intentions and thoughts, underlying beliefs, values and even hidden agendas. And to aim, to the best of our ability, to adopt a non-judgemental mindset. It's easier said than done. But it all starts with self-awareness and acknowledgement and that is within our power.

PRACTICE DEEP LISTENING

The truth is that listening is hard work, and deep listening is even harder. It requires conscious effort and practice, but the results are quite worth it. When practicing deep listening, you are fully present.

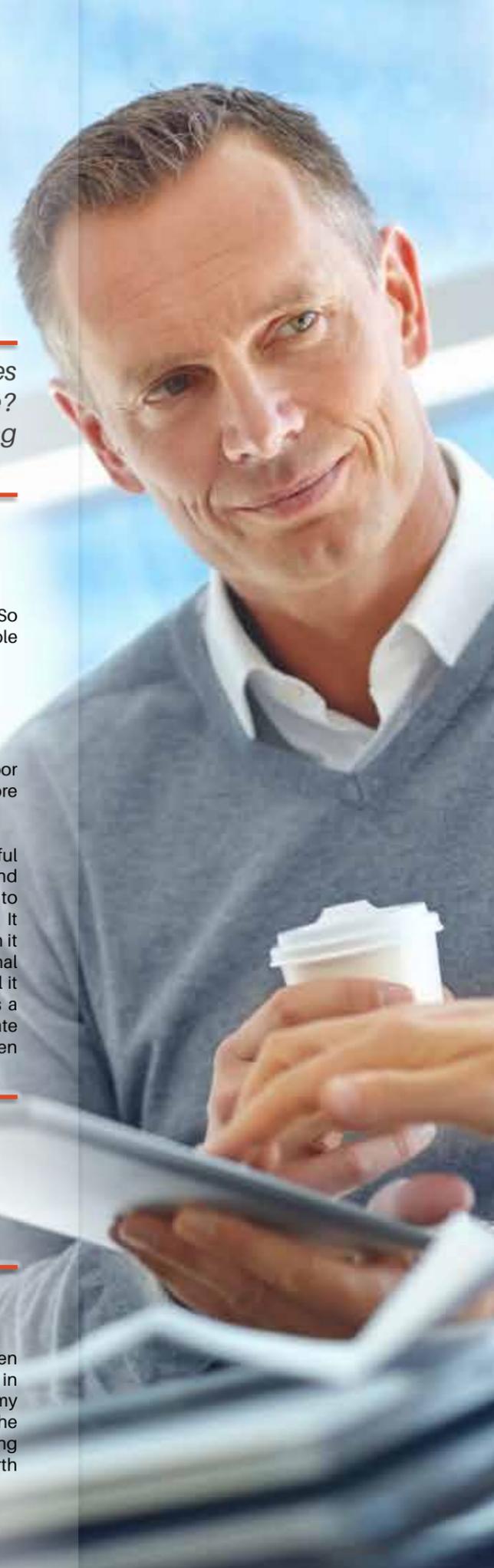
You put aside your worries, thoughts and assumptions, you quiet your mind and you are there for the other person. You're listening with a genuine interest driven by your desire to understand. You are listening to exactly what is being said, without adding your interpretation, agreement or disagreement. And equally important, you're listening to what is not being said - non-verbal cues, pauses, body language, even the energy present in the conversation.

There's no quick recipe that enables you to tap into deep listening at the press of a button, but it rather starts with a strong sense of self-awareness and a desire to constantly develop. It needs to be mentioned also that it takes a substantial amount of mental energy to listen deeply and it would be rather challenging to expect to be able to practice deep listening all day, every day, in all of your interactions. But it would definitely serve you well to be able to practice it when it really matters.

EMBRACE SILENCE

Silence can come in many "shapes and forms" when practiced in the context of listening. For us, as HR professionals, silence is a great ally when, let's say, we conduct interviews. Providing interviewees with a moment of silence, a short pause, at the end of their answer, allows them time to breath, reconsider what has been said or missed and, indirectly invite them to continue talking if they consider there is something else to add. It creates space to think and articulate ideas. Another way to embed silence in our daily practice, meetings or interviews or personal conversations, is to address it as a question. Let it sink for a while.

As a conclusion, listening is probably one of the skills we use the most on our day to day basis yet some of us are better at this than others. It's hard work and requires effort, commitment and a genuine desire to understand people. But imagine a world where we don't listen to one another... So, given the extreme alternative, practicing deep listening and using silence as a friend, suddenly seems to be worth every effort we are willing to invest.



DON'T LISTEN TO THIS INTERNAL TALK – EVER!

Today I want to talk about a different kind of fake news... FAKE NEWS you might have been listening to since you were a child. A kind of fake news you might have been listening to and believing your entire life... It might have come from your parents... from your family... from your friends... but more than likely it came from inside your own mind.

"I'M NOT GOOD ENOUGH."... "IT'S TOO HARD."... "SUCCESS IS FOR THE LUCKY" ... "I'M NOT WORTHY" ...

That's the real FAKE NEWS: FAKE beliefs ... FAKE limits ... FAKE thoughts.

In fact, you may have been tuning in to several different 'fake news' channels in your life. These channels might have held you back from living life on your terms. These thoughts may have held you back from living a life **YOU DESERVE**.

If you want to take back the remote and take charge of your life, never listen to these 5 kinds of fake news:

NUMBER 1. "I'M NOT ENOUGH."

NUMBER 2. "I'M NOT AS GOOD AS THAT PERSON." ALSO KNOWN AS COMPARISON.

NUMBER 3. "I SHOULD DO WHATEVER IT TAKES TO FIT IN."

NUMBER 4. "I CAN'T DO IT. I HAVE LIMITS."

NUMBER 5. "I CAN'T CHANGE"

Now, let me tell you why these are all **FAKE** so you can move on once and for all, and start claiming the life you deserve and the person you **ARE**.

1. "I'M NOT ENOUGH."

Where do you think this thought comes from? You weren't born with it... Somewhere along the way it was conditioned into you. Things you've heard... From people you know and things you watch and listen to. Conditioning.

Well it's time to condition it out. Spend time with people who make you feel like you're more than enough.

If you can't find any, find them in books, audiobooks, podcasts, videos. Find a community of people who know they deserve more. Surround yourself with positive people and positive thoughts.

Get in some daily affirmations. Affirm that you are enough, that you are more than enough. Affirm your qualities. FEEL it as truth. Do this every day.

“ MAKE IT AN OBSESSION TO FEEL GOOD ABOUT YOURSELF... NOTHING IS MORE IMPORTANT THAN HOW YOU SEE YOURSELF, BECAUSE THAT WILL REFLECT IN EVERY RELATIONSHIP IN YOUR LIFE.

3. "I SHOULD DO WHATEVER IT TAKES TO FIT IN."

The best way to attract the wrong crowd, is to become someone you are not, in order to fit in with others. The best way you can attract the right people, is to be who you are, 100%. The best **TRUE FRIEND** filter you could ever use, is to be yourself, in all your glory. The wrong people will fade away, and the right people will stay.

4. "I CAN'T DO IT. I HAVE LIMITS."

The less you believe in limits, the more you can achieve.

“ YOUR MIND IS YOUR MOST POWERFUL INSTRUMENT... IF YOU TELL IT YOU CAN'T – IT WILL MAKE SURE IT PROTECTS YOU BY NOT EVEN TRYING. WHY WOULD IT? YOU DON'T WANT TO EXPERIENCE FAILURE OR EMBARRASSMENT.

But you know the biggest failure is not attempting to reach your true potential. Push yourself. Challenge your perceived limits. I guarantee you can surprise yourself.

2. "I'M NOT AS GOOD AS THAT PERSON." ALSO KNOWN AS COMPARISON.

We live in a world ever-expanding in comparison with others. Social media has done wonders at connecting the world, unfortunately it has also brought a generation who feel unworthy, because they're comparing themselves to everyone else's highlight reel. First of all:

“ COMMIT TO BE THE BEST YOU CAN BE, AND WORK ON YOURSELF EVERY DAY. THERE'S NOTHING WRONG WITH STRIVING TO BE THE BEST VERSION OF YOURSELF, IN EVERY AREA OF YOUR LIFE. THERE'S NOTHING WRONG WITH HIGH STANDARDS AND EXPECTATIONS. THERE'S SOMETHING VERY WRONG WITH WANTING TO BE SOMEONE YOU ARE NOT.

Strive to be the best version of you, and be happy for where everyone else is, even if they are ahead of you. Give yourself some credit when you make progress. Continually improve, for you.

5. "I CAN'T CHANGE"

It's just plain sad to see the majority of the world think and live STUCK in the same place year after year.

The same job. The same mindset. The same problems. The same dramas. The same health. The same lack. You're not stuck. If you don't like where you are in life... in any area... Do something about it.

“ ASK YOURSELF... HAS ANYONE... ANYONE... EVER BEEN IN A SIMILAR, OR EVEN A WORSE POSITION THAN THIS... AND FOUND A WAY OUT? THE ANSWER IS ALWAYS YES. SO LEARN HOW YOU CAN CHANGE OR IMPROVE THE CHALLENGE IN FRONT OF YOU. LEARN FROM OTHERS.

MAKE A PLAN. TAKE ACTION. YOU CAN DO IT. STOP LISTENING TO THE FAKE NEWS... SWITCH THE TV OFF, AND START CLAIMING YOUR TRUE POTENTIAL... YOUR TRUE SELF!



COMING SOON

EVOLVE

Issue No. **5**

CALL FOR CONTRIBUTIONS

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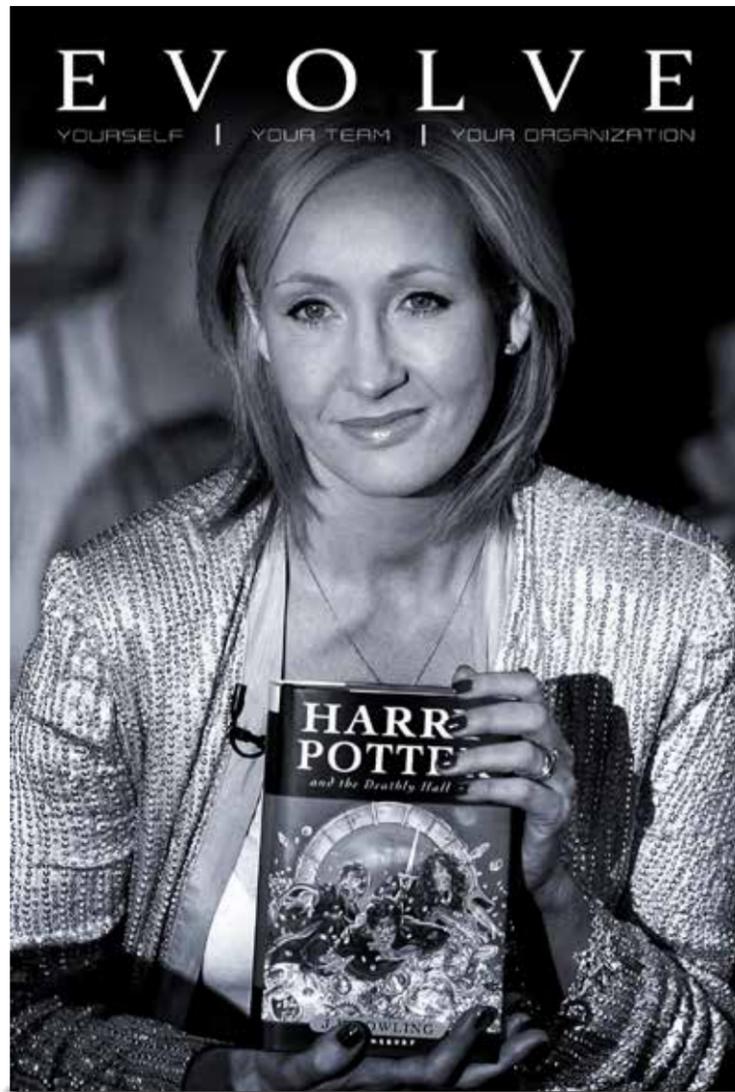
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ABOUT THE COACH

Julie-Ann is a model for living a passionate and inspiring life. She specializes in customized Team Coaching and Leadership Development programs for the past 15 years. She is a certified Organization and Relationship Systems Coach, as well as a Neuro Linguistic Practitioner and Emotional Intelligence Facilitator. She has many professional assessment tools in her coaches' toolbox.

JULIE-ANN ODELL (ORSCC)
BUSINESS COACH



"I was very happy with the excellent service we received from your company. All the sessions were executed professionally and with your knowledge and perspective you added to the success of the event. You took ownership from the beginning to the end and not only for the parts you were responsible for, but for a lot more. Thanks for all the effort; we would definitely choose you as our training partner again."

P&G



"We would like to thank you for your outstanding work. You delivered just what we needed and all the team pointed out how much they learnt from the program and enjoyed the content."

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