

“As one of the Canadians who benefited from this program – I am delighted to see Terry bringing these lessons to a wider audience than ever through ‘The 5 Step-Game-Changer A Global Vision’. This book will help more Canadians, of all ages, learn about the fundamental skills necessary to compete and succeed in our increasingly interconnected and globalized economy. With this book you can build a more globalized mindset from the comfort of your own living room. “

—David Tarrant, 1995 JTC Grad,
Senior Manager, Corporate Communications,
BMO Financial Group, Toronto



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The 5 STEP Game - Changer

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For Ann

CHAPTER 2



“You have to believe in yourself”

—Sun Tzu, Ancient Chinese Philosopher

“Be the difference you want to see in the world

—Mahatma Gandhi

THE POWER OF ME

DIY all starts with you. Have you ever been top of your class on an exam? Played a key role on an important team? Made a big difference in someone’s life? Or produced a great project? If so, great work! These experiences provided you accomplishments which have contributed to your self-confidence and have highlighted and even defined your strengths. But some of us have not had all, or any such experiences. Especially when we are just starting out in the

real world. Can we ever get them? The answer of course is yes. Success and fulfillment come from deep inside one-self. It is here that they take root and develop, much before they are apparent on your outside.

I always begin by asking individuals to find a focus, a goal, to start creating their own pathway. **For many, leaving their comfort zone and deviating from a crowded and familiar pathway swamped by their peers is dauntingly difficult.** I urge participants to question themselves and their goals. This procedure originated from the works of an ancient philosopher that firmly made his way into my life, first in my years as a student and then as a teacher. In the footprints of Socrates,¹⁴ I would pose questions to my students at the start of each year. This habit of mine certainly unnerved them but later, in turn, they had their chance to get back at me. They had to be prepared to think, and delve into their own personalities and perspectives to learn and gain from this experience early in their chemistry program with me. I needed students to be curious, to seek scientific truths, to dig deep and come up with their own questions and answers to the challenges they would face. Above all, they needed to seek new answers thus powering innovation as the norm in my classroom. To do this, **I always applied these simple, yet very demanding and unfamiliar rules: Be brutally honest, check your egos and leave your comfort zones at the door of my classroom.** I applied this strategy to Global Vision and took it a step further by inviting them to try a series of experiences I had developed. These are the passing cards for all the participants traveling the Global Vision highway - the LTR.

DISCOVERING THE AUTHENTIC YOU

The curriculum I developed for all the Global Vision JTC candidates is a series of training exercises that build skills while expanding global knowledge. Graduates of the program join with Global Vision staff that lead them with instructions and provide them with a link to many resource people from business, government and the community. **The predominant teaching /learning method employed is focused on individualistic self-questioning (Socratic Method).** This contributes to their sense of self. From here, students build a more complete picture of themselves, increasing their self-awareness and confidence.

Initially all participants are asked, who they are. What I look to find is what each person feels he/she has as a real strength, quantified where possible. It is a fascinating experience to watch groups of inductees, working in pairs and writing down privately how they see themselves. They are asked for a list of three strengths and weaknesses. Then, each participant in private obligingly writes down a list of three things that they see as their partner's strengths and weaknesses. The participants then compare the two lists. Rarely do the two lists match. Participants realize that often who we are in our own mind is not what others see. Robert Burns¹⁵ in "To a Louse," wrote of this, "O would some Power with vision teach us to see ourselves as others see us!" **These students have now discovered that power.**

This exercise often empowers these individuals to become leaders, and for many it is the first time they feel such empowerment! The sharing of attributes is a very real moment for all as they try to work out the differences on

the two lists. Together, participants confirm that who they are not only what's locked up within themselves but rather a combination of that and their externally expressed side that others gauge and feel, and most importantly validate. Once this list is revised through collaboration **we name this final product the “Bank of Assets”**. Their challenge then is to project who they are so that this Bank made of their attributes, comes shining through in whatever group or place they find themselves. It does no good to have these personal attributes locked in their mind where others can not see. The goal is make both of these attributes lists, theirs and that of their partner, compile to give a more complete assessment of their strengths and achievements. This is not an empty boast, but a acknowledgement based on what one has achieved by hard work and creativity. It is the confidence of knowing that they are also capable of achieving even more skill and knowledge as they continue going forward. **Each participant has successfully opened their Global Vision-global mindset account.**

SWOT YOURSELF !

You are on your way to further self-discovery as you grow your global mindset. You have developed your Bank of Assets and are fully aware of your **Strengths** and **Weaknesses** in both a personal and business level. But what opportunities do these attributes open for you? These can be goals that you set – either, short or long term (beyond 3 years typically) and can be either/ or a combination of life style or professional goals. Now make a list of these and

title it, **Opportunities**. As you did previously, validate your list with your partner. Sometimes you can think of ways to reduce or compensate for your weaknesses by building a team with different members who complimented your skills, experience and knowledge. This in turn opens even more opportunities for you. However, for any opportunity that you want to list and pursue there can be risks or threats involved to achieve success. Make a list of these risks that you identify for the opportunities you have listed and now title this list, **Threats**. Again validate this list with external sources (your partner, family member, best friend). Together, using the first letters of these four respective terms (strengths, weaknesses, opportunities, threats) we get the acronym, **SWOT**! I have added the SWOTS described by Juliana, a Global Vision high school participant and Alexis, Biological Engineer, Brewery Manager to illustrate the changes that can occur over time with experience. Juliana's pre example presents her Bank of Assets determined from her strengths as validated with her partner as: "mature, energetic and confident". Juliana's post JTC SWOT reveals these strengths - her new Bank of Assets; "honest, energetic, leader". Alexis has used her SWOT findings to sharpen her career focus to meet her life ambitions. Her summary to explain the changes follows. "The stark contrast between my SWOTs exemplifies the synergistic use of mentorship and SWOT analyses to focus and refine personal goals. My lack of confidence and scattered focus are palpable in my pre- Global Vision NYAC SWOT. I recall being dissatisfied by my analysis, but lacked the tools to refocus it. I had not yet peeled back the layers of self - perception that clouded the view of my true, authentic self. My post-Global Vision NYAC SWOT reflects a sharpened sense of direction. Mentorship from JTC grads and coaching by Global Vision staff instilled in me the confidence to commit to high-impact goals that require a place on the much less traveled road. Clarity of self gives me the ability to adapt and grow where needed to realize my goals."

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Your Bank of Assets opens opportunities for you to set goals for yourself but you must also recognize any threats you may encounter to achieving these goals as both Juliana and Alexis recognized. You can also see their charts on pages 32, 33 the change in opportunities and threats when one has more life experiences.

NYAC 2015	
Saturday June 6, 2015 - Pre NYAC	
Strengths	Weaknesses
Myself: <ul style="list-style-type: none">• Driven• Warm• Independent Others: <ul style="list-style-type: none">• Adaptable• Confident• Friendly• Independent	Myself: <ul style="list-style-type: none">• Scattered• Diffident• Procrastinator Others: <ul style="list-style-type: none">• Quite• Laid Back• Unassertive
Opportunities	Threats
Short Term: <ul style="list-style-type: none">• Admission to Oxford or Cambridge Master's in public policy, with funding Long Term: <ul style="list-style-type: none">• Make Canada's agricultural system more sustainable	<ul style="list-style-type: none">• Stuck in the pile, poor ability to sell myself and my skills• Easily influenced by the attitudes or arguments of stronger personalities

SWOT NUMBER 1 - Juliana

I wanted to be an architect and civil engineer (**Opportunities**); I had the confidence and felt I could apply lots of energy to achieve this and my weakness around people (**Threat**) wouldn't be an issue because I would be working alone.

NYAC 2015

Tuesday June 9, 2015 - Pre NYAC

Strengths	Weaknesses
<p>Myself:</p> <ul style="list-style-type: none"> • Communicator • Connector • Adaptable • Analytical <p>Others:</p> <ul style="list-style-type: none"> • Confident • Genuine • Intelligent • Creative 	<p>Myself:</p> <ul style="list-style-type: none"> • Indecisive • Over-Committed • Diffident <p>Others:</p> <ul style="list-style-type: none"> • Shy With New People • Passive • Over-Thinker
Opportunities	Threats
<p>Short Term:</p> <ul style="list-style-type: none"> • Become a GV star • Full scholarship to Environmental Change and Management at Oxford • Master Brewer certification from Institute of Brewing and Distilling <p>Long Term:</p> <ul style="list-style-type: none"> • Start my own fermentation company • Internship at FAO • Develop public policy that diversifies and strengthens our agricultural system 	<p>Short Term:</p> <ul style="list-style-type: none"> • Over-commitment threatens quality of work <p>Long Term:</p> <ul style="list-style-type: none"> • Diffidence hinders clout and respect garnered from others • Over-commitment may delay to timeline of goals • Indecision creates stress and inefficiency in small tasks

SWOT NUMBER 2 - Juliana

Strengths	Weaknesses
<p>Myself:</p> <ul style="list-style-type: none"> • Engaging Leader • Confident Public Speaker • Observant • Connector of People and Ideas • Analytical • Energetic <p>Others:</p> <ul style="list-style-type: none"> • Confident • Compassionate • Intelligent • Leader 	<p>Myself:</p> <ul style="list-style-type: none"> • Over Thinker • Over-Committed • Independent • Thinker and Motivator vs. Finisher • Visual Connector vs. Auditory <p>Others:</p> <ul style="list-style-type: none"> • Passive • Over Thinker • Quite Around New People
Opportunities	Threats
<p>Short Term:</p> <ul style="list-style-type: none"> • Be a GV star - follow through, give back, grow the next class • Full scholarship to an Environmental Policy and Economics program in the UK • Make sticky relationships with partners and contacts - exceed their expectations <p>Long Term:</p> <ul style="list-style-type: none"> • Start my own fermentation company • Senior policy analyst for Agriculture and Agri-food Canada • Work at the UN's FAO • Help Canada and the world achieve our food related sustainable development goals 	<p>Short Term:</p> <ul style="list-style-type: none"> • Over-commitment threatens quality of work • Passiveness makes me overlooked for new opportunities and advancement • Indecision can cause me to overthink <p>Long Term:</p> <ul style="list-style-type: none"> • Huge goals require long time to realize, need to consistently reassess and refocus energy to track progress.

SWOT NUMBER 3 - Alexis

I'm hoping to have a career as a surgeon and my creative, perfectionist and responsible characteristics would help me get there but the threats/risks is my indecisive nature may hinder that goal.

I would like to be a good leader because of my honest, energetic and responsible nature but the threats to achieving this professionally are my issues with being occasionally disorganized, indecisive and I have issues with time management.

'What about me?' Your SWOT can provide you with a source of attributes (your Bank of Assets) that can help you determine opportunities for yourself as they have for Juliana and Alexis. To change and open other opportunities you must, as they did, gain experiences that will produce different attributes and also find ways to reduce any threats and weaknesses you face. Please note Juliana's admission that "after JTC I realized that I liked being around people, I could take charge and I wanted to lead a group!" You too can re-define your goals through new experiences and overcoming the threats to these new goals.

You have performed a very thorough self-analysis which involved both internal and external validations. This we call a SWOT Analysis. This is regularly used in business management and other fields. It is then repeated and reestablished on a very regular basis, taking into account the ever changing work or business environments today. These **changes result in a different SWOT as any change is like throwing a stone in still water which changes the surface pattern, the outcome reveals, 'the new authentic you' ready to tackle the next challenges along the LTR.**

ME INC.

Wayne Gretzky was easily branded and recognized as the best hockey player ever. Why? Because, game after game, he performed to the best of his ability and his self-confidence was founded on his work ethic, giving consistent results each and every time! These are his unique competencies, the personal attributes he has developed to

an elite level. Sydney Crosby often referred to as “the Next One” and Christine Sinclair in soccer are similar- personal brands This type of **branding is formed by marketing yourself using your unique attributes, your competencies, in a way that makes you stand out of the crowd.**

So what exactly is branding? Branding means developing an image that incorporates these unique attributes and values, and which you can guarantee to deliver consistently, wherever you are, home or abroad. Everyone who knows ice hockey knows that these players have identifiable strengths which were overwhelmingly validated by others as unique competencies. However, players very passionately and meticulously practice and hone these attributes dedicating themselves to this daily rigour. They are authentic - the real thing - and no matter where you see that brand (player) in action it always delivers to its elite status. Brands of all kinds have to have their attributes to which they stay true, authentic and always delivering the same results wherever they are employed in the world. Two branding stories from JTC grads follow to illustrate how you too can take your unique attributes to the next level - the global marketplace both at home or abroad.

BEING BRYAN (CURIOSITY NEVER KILLED THIS CAT)

Make your brand by assessing and selecting from your Bank of Assets the very specific attributes in which you have most competence, this would include puck handling, shooting and ice awareness skills for the likes of Gretzky. You may have other equally poised attributes that you are

passionately determined to unleash soon, as Brand You. Bryan McCrae from Saskatoon was introduced to branding with our program in 2008. He very much took it to heart and his passion for business grew with every successive Global Vision trade mission. In 2009, he was chosen to lead a delegation of Junior Team Canada ambassadors at the APEC Singapore Leaders Summit. His curiosity led him to visit the Port of Singapore, one of the largest, most active trading transport centres in the world. He saw unused shipping containers, piled high, and plugging-up the port. He knew what every Singaporean knows, that squandered space is not an option in a city/state (country) already bursting its borders to the sea! Enquiring if he could relieve this clutter by acquiring these now useless steel boxes, he received a positive response. This led to the creation of his brand, 3twenty Modular transforms shipping containers into both housing units for miners and above ground offices. His market is growing beyond the mining sector. Will you, can you, follow Bryan? Ask yourself, why not!

To get you started on the quest **to develop your own enterprise based on your own brand, ME Inc. try the following activities. First, describe your personal brand in 8 words or less**, for example, I am a “driven, environmentally-conscious, informed activist.” You probably can recall Nike’s brand, “Just do it” ¹⁶ demonstrates that less is best take this to heart. This exercise contributes to your self-confidence and it will make you much more comfortable because you will never have to worry about how you look to others, your brand will permeate the natural wall between individuals. ME Inc., your brand must have authenticity to promote your ac-

ceptance to others. Once you have established your brand by employing a SWOT and the steps of branding described above you have arrived. **You are a unique entity with specific attributes and competencies and are open for business on the global stage as ME Inc.** Your global mindset which now includes branding can travel with you to be applied in different settings, an example follows.

BORDERLESS BRANDING - A TRAVELING MINDSET

Daniel Rodriguez, a JTC 2009 grad describes branding as a concept that was most critical during his JTC mission. “Every day there was a case in which I would have a 30 second window of opportunity with an official, whether it be in passing at a reception, in an elevator, or during a question and answer period. In all those cases, I had to concisely introduce myself, who I am, what I had to offer, and the value-added I could provide. **Without branding, one would be forgotten within a few days. It gave me and the program stickiness¹⁷ a chance to stick in their mind.** Our company is now building the IT networks and computing infrastructure for the new Muscat International and Shaka airports. I use branding daily as these skills provide me the ability to succinctly and effectively develop and convey my company’s commercial position in meetings, verbally and in writing. I make my mark memorable with both with clients and suppliers, internal and external stakeholders.”

Did Daniel’s brand travel successfully? Did his global mindset grow over the period 2009 to present? The “Brand

You” expression created in 2009 by Daniel. It included the attribute, “to always leave a memorable impression.” Five years later he described additional attributes, “to make his mark ‘sticky’, or memorable with everyone in the Muscat business community. Yes is the answer to both of the above questions. Daniel’s brand definitely traveled with him to Muscat. There he expanded his global mindset of branding with enriched attributes of communication and presentation skills. This expanded global mindset he engages daily is positively contributing to his professional career. 3twenty Modular has traveled too, well beyond Saskatoon to other provinces and countries. **Brands travel in the mind. Pack your branding global mindset and put it to work for you!**

Are you ready to grow and apply your global mindset?

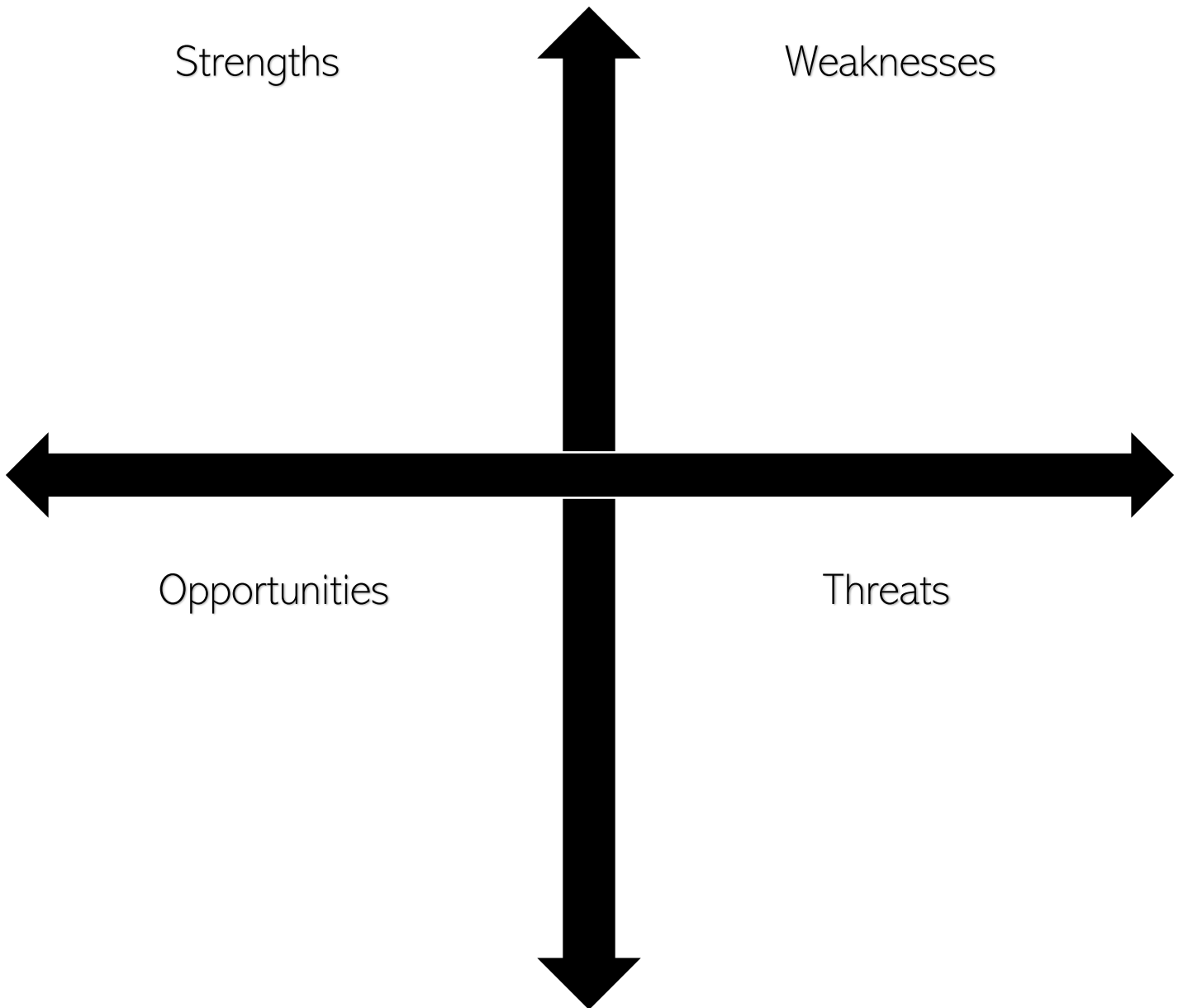
QUESTIONS FOR REFLECTION

1. Did I employ the 3 simple rules of self-exploration? (be brutally honest, check your ego and comfort zone at the door)
2. What are my top 3 strengths and weaknesses?
3. Were my strengths and weaknesses validated? What differences were there between my strengths/weaknesses and my perceived strengths/weaknesses?
4. What's in my Bank of Assets?
5. What are my top 3 Opportunities?
6. What are the Threats?
7. What's my personal Brand? Can I express it in 15 seconds or less? How have I used 'my brand'?
8. Did I redo my SWOT? What differences are there from my first GV experience to the most recent?
9. Did I incorporate these SWOT changes into my brand?
10. In this 24/7 digitally interconnected world your walking brand also includes social media.
11. Go through your Facebook, LinkedIn, Twitter, etc and reflect on the images and posts found there as your personal brand. Are there any ways you can better align the two?



The 5 Step Game-Changer: A Global Vision

SWOT (Strengths, Weaknesses, Opportunities, & Threats)



Final SWOT:

NOTES

