

CHAPTER 30:

WHERE NEXT?

*“The fight is won or lost far away from the witnesses,
behind the lines, in the gym, and out there on the
road; long before I dance under those lights.” –
Muhammad Ali*

A big part of Auditing is interviewing and questioning people. I liked meeting people, learning new stuff and conversations, so this appealed to me.

Early in my career, I was given training in interviewing and asking questions. I applied some of the ideas and grasped this skill quickly.

I calculated that I spent 15,000 hours interviewing people throughout my career, including interviewing as part of fraud investigations.

Decades later, I invested heavily in my coaching skills development.

I found an uncanny knack for spotting whether what people were telling me was a) true and b) what they really wanted to say. But I hadn't joined the dots back to my early Audit career.

It was only when my coach asked what was involved in Internal Auditing that the penny dropped. I had achieved a level of mastery at asking questions and reading people so powerfully embodied that I didn't even realise it was in my arsenal of skills.

How can you take the ideas we have shared in this book and use them to become effortlessly more performant and have an enhanced experience of life and work?

It starts with understanding what this book isn't. This is not a set of tips and tactics to be implemented like instructions. Instead, the ideas here are principles that, once understood and embodied, enable anyone to step up and take their shot.

Effortless transformation occurs when we have insights (that lightbulb or 'Aha' moment) that shift our thinking permanently. We can no longer see the world or ourselves in the same way anymore.

Because we all have a unique sense of identity, a unique perspective of reality and a set of desired outcomes, it follows that the way we access, interpret, understand and integrate these ideas will also be unique to each of us.⁵⁰

There are four ways we can put ourselves in the way of such powerful transformational insights.

Understanding.

We can experience transformational shifts simply through reading and understanding these ideas.⁵¹

Re-reading this book, taking notes and discussing the ideas with friends and colleagues can help deepen understanding.⁵²

50 To this day, I am still astonished how I can talk to a group of nine people in one of my leadership programs, and all nine of them will hear something different from what I say.

51 It is quite likely that you will have experienced a few shifts in perspective just from reading this book.

52 In the appendix, there is a table of what chapters to turn to in commonly encountered situations in life and work.

Application.

We can take these ideas and use them in day-to-day situations.

Experiment with these ideas by assuming they are trustworthy and 'showing up' from that position. Then, notice the results and experiences that happen when you try them out in the world.

Be willing to constantly challenge your perspectives and push at the edges of your comfort zone. Life is a sandpit to play in.

Embodying.

We embody ideas when we reflect closely on how we show up and how that translates into our experiences and results.

Meaningful change requires a willingness, to be honest without beating ourselves up. After all, everything you do and say is done with positive intention.

Journaling or recording your thoughts and observations can be a valuable way to slow down and begin to pay closer attention to your experiences and results.

Habitualisation.

Our brains are designed to move any heavy lifting from our limited conscious mind to our subconscious mind, which is virtually unlimited.

When we first learn a skill, we have to concentrate on it to get it right. However, over time and repetition⁵³, we rewire
53 The commonly held wisdom for most new activities is that it takes twenty-one repetitions to form a habit.

our brains circuitry. This allows us to complete activities without the need for concentration on them.⁵⁴

With continual practise, reflection and refinement, we move towards mastery. As a result, we continue to grow in confidence, resilience, influence and capability.

We can experience quantum jumps in our understanding and capability from time to time, but 95% of this refinement happens in small daily increments.

It's in the little actions we take, the individual kindnesses we show, the times we catch ourselves before we say or do something stupid, and the times when we don't (but at least realise after the event).

We don't need to put ourselves under pressure to make sweeping overnight changes or set huge goals and targets. This approach fails more than it succeeds, and we end up losing faith in our ability to change or influence anything.

Instead, we can improve a little bit each day and allow that to compound over time. Small victories and daily progress win the battle every time.

We become surer of ourselves and inspired by our own progress. This becomes an updraft of improvement, and when we look back at ourselves in a few months and then a few years, we won't recognise the person we once were.

It sounds like a lot of work. Of course, it is. Finding meaning in what we do and who we are is our life's work. It's never too late to start.

⁵⁴ We become unconsciously competent. Think about what it was like learning to drive compared to driving with a few years under your belt.

“We shall not cease from exploration, and the end of all our exploring will be to arrive where we started and know the place for the first time.”

– T.S. Elliot.

If you are interested in exploring applying these ideas (for yourself or your leadership team) by working directly with me, pop over to **www.sixthsensebusiness.com** and book a discovery call with me. I’m always happy to talk to Business Leaders.

Dave

Who the hell is Dave?

It’s a fair question....as you read this book, you’ll pick up snippets of information about me, but here is a brief overview

After what I consider to be a reasonably normal childhood, I left school at sixteen years old. I had no idea what I wanted to do with my life, but it wasn’t more learning at that point.

I worked my way up from a tea boy in the Civil Service to Director of Financial Operations in one of the UK’s most prominent mobile phones companies. I did this via six FTSE100 companies, the NHS, a consultancy firm, and a \$1bn US private equity start-up.

I had my corporate seizure a few years into my 40’s and eventually took the plunge into working for myself

I’ve spent the last 13 years coaching the owners and directors of incredible small businesses and developing their team’s leadership abilities.

I started my self employed journey in a business coaching franchise for which I paid an excessive amount of money for a licence and access to content that I either already knew (we'll chalk that down as a cost of impostor syndrome) or was essentially absolute guff.

As a coach, I became fascinated with what makes some people perform and thrive in a small business's high-pressure fast-changing melting pot. So I've applied myself to understanding how humans work and how to transform their performance.

Outside of work, I've always had a sense of adventure and willingness to try new things (as you'll have noticed as you read the book. The only things that have remained constant in my life is a passion for birdwatching and being a lifelong fan of Gary Numan.

At the time of writing, I live in Essex with my soon to be wife, Laura and my incredible stepdaughter, Katie.

Being self-employed has been a mixed bag and had its own euphoric highs and crushing lows.

I've had the privilege of working with some incredible people intimately and helping them to achieve extraordinary things. This has always sustained and driven me, even though I was riding a financial and emotional rollercoaster while doing it.

I've had to rediscover my identity, what I wanted, and my understanding of how the world works. This journey continues to surprise and shock me in so many ways.

In other words, I am just like you. A human being trying to make their way through life.