



The tendency to want to get deep and meaningful in these bulletins is often more than I can resist and there's no greater pet topic for me than standards. Standards determine what gets tolerated and what doesn't. The distinction between the two, impacts important things like reputation, evolution and prosperity. To ensure these issues (especially evolution and prosperity) occur in any group, it's necessary to provide the gene and talent pools with diversity. Diversity brought to the table enriches the mix and increases the odds for prosperity. Once at the table however, it's a great idea to unify the group without diminishing the potentials we recognised in the newcomers. So here's some random tips for both the leaders of groups and for the newcomers to the groups.

FOR LEADERS

Be choosy about whom you admit to the table. You're better understaffed than wrongly staffed or underpopulated than wrongly populated. You'll be accused of discriminating but don't forget that the **opposite of discriminating is to be indiscriminate** and that's **tantamount to negligence**. Your duty of care is to the culture that made you attractive in the first place and to the people who created it.

A common purpose is the glue that should bind a diverse group. Whether it's a mission statement or a constitution, culture is 100% about mutually held beliefs. **Without that, diversity becomes division**. Small groups are often elite whereas larger groups can be a rabble. The difference? Standards and a shared vision for the future. Remember too, that rules are useless without consequences for breaking them.

Don't invite newcomers unless you have a purpose for them. Be set up to receive new hires by ensuring that both their contribution and potential can be utilised immediately. Offer the group's resources. Set an example in your own style and never compromise. Consensus is better. It demonstrates flexibility, respects everyone and holds everyone accountable.

As social animals, we prosper or fade, based on the influence we have within our group. Both short and long term results rely almost exclusively on our ability to persuade others in favour of our own agenda. Regardless of your own level of authority, there is plenty of potential to influence others positively through either the power of your will, the strength of your character or the sense in your plan. Recognise humility.

Look for "Expeditionary behaviour" in the newcomer. It's about being proactively helpful to the needs of the group without expecting reward. It's altruism. If they campaign for status, watch your culture. A toehold can become a stranglehold if you're distracted or weak.

FOR NEWCOMERS

Be choosy about whose table you sit at. **Often the grass appears greener elsewhere but weeds are green too and look great from a distance**. It may be better to cultivate your own paddock than risk being seduced by a deal or promises designed to attract. Rat poison is designed to attract. You don't want to be known as someone reluctant to make a commitment or someone who won't stick around and grow. Nor do you want to trade that frying pan for that fire. These likelihoods increase the more you move.

Joining a new group may require you to **mix in** as well as to **move in**. Make sure before you try, that the culture of the group is something you're **willing to respect**. If you're invited, it means you're expected to add some sort of intrinsic value to the group or team. **That's an example of respect**. Reciprocate by being grateful and making that contribution. This is even more critical if you applied.

As a newcomer, this is your honeymoon period. Honeymoons end with familiarity - you know; the familiarity that bred contempt. You're new. Stay new. You'll get noticed.

In any new situation, you will almost certainly be viewed in one of three ways. Either as a -1 or someone who is actively harmful or who creates problems. As a zero. Your impact is neutral - you don't tip the scales either way. Or as a +1. Someone who adds value. Everybody wants to be a +1 naturally but campaigning for status or proclaiming your "+1-ness" from the outset, almost guarantees you'll be seen as a -1; despite the fact that you may actually bring positive skills or advantages to the table. This may seem like a no-brainer but it can't be as so many people are guilty of doing it.

Declaring your integrity is a sure-fire way to appear disingenuous. Declaring your honesty is a sure fire way to be mistrusted. Declaring your intentions is a sure fire way to be unsupported. Promising more than 100% is a guarantee to fall short of expectations. Be humble and have fun..

LOTS OF THANK YOU'S THIS MONTH. THANK YOU TO NICK VASILEVSKI, GARY ORMOND & THE AMAZING DLEGATES IN MELBOURNE - MANY OF WHOM ARE GETTING THEIR FIRST STUFF. THANKS ALSO TO DAMIAN RUETSCHI, DEAN THOMPSON AND CANADIAN ASTRONAUT CHRIS HADFIELD FOR THE INSPIRATION FOR THIS BULLETIN. YOU WANT TO TALK 'BENCHMARK'- READ THIS GUY'S BOOK.

