

Scholarship Study:

Mindset for Success

Studying the attitudes and
personalities of high achievers

Kevin's study prior to becoming a multi-millionaire. He has acted on the findings of this report.

Kevin Green

September 2001

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Introduction



"What will be is up to me"

Background

The farming industry in general and dairy farming in particular has been involved in significant change during the past twenty years. Prior to the introduction of milk quotas in 1984, dairy farmers were paid a standard amount for every litre produced. In consequence their emphasis was on production without taking notice of overall efficiency.

The introduction of milk quotas and other measures from the EU, has required farmers to become much more market orientated needing to look at the overall economy and efficiency of their farms as well as effectiveness. Entry into the sometimes-harsh dynamics of market forces however has required a different approach to farming as well as a different way of viewing the industry.

At Cwm Farm whilst dairy farming has been our core business, we are now milking 300 spring calving cows with a focus on profit. Diversification has meant that we now run Cwm Farm holidays in conjunction with the farm, letting five self-catering properties marketed as enjoying the working farm experience.

Topic

My participation in farmer discussion groups has highlighted that the key to profitability is the **type** of person driving the business, as opposed to a particular farming system. This became evident when almost identical farms in similar locations achieved completely contrasting profit figures due to management by different types of people.

I wondered therefore if there were common key elements within their attitudes and personalities that contributed to their success.

Interaction with our visitors and local entrepreneurs compounded my thoughts; those who have achieved great wealth seemed "different" to the average person. People have always fascinated me; the chance to explore their "minds" through a Nuffield Farming Scholarship was exciting. I felt at a crossroads in my life with a compelling urge for knowledge to shape my personal development and share my findings to help others.

I set out to discover the mindset of success not only in farming but in all walks of life. To do so would allow me to report my findings to fellow farmers, assisting them to make the leap from traditional farmers of the 20th century to the more radical and market orientated farmers necessary to survive in the 21st century.

At the outset I saw success in terms of wealth creation and adopted the definition as quoted by the Welsh Development Agency action plan for Wales “*Definition of an entrepreneur*”
Someone who sees opportunity and develops the capacity to create wealth and employment.

The following report therefore describes my initial methodology before leading on to the study itself and the findings and conclusions made. It concludes with a chapter on my personal learning and how I have developed as an individual as a result of my experiences in undertaking the study and how the conclusions have affected my view on life.

The study will exclude;

- Strategic, tactical or operational management
- Structure
- Business systems and methods
- Financial and corporate planning
- Government policy
- Knowledge of markets

Why should you read further?

IF

If you think you are beaten you are
If you think you dare not you don't
If you'd like to win, but think you can't
It's almost certain you won't
If you think you'll lose, you've lost
For out of the world we find
Success begins with a fellow's will –
It's all in the state of mind
If you think you're outclassed, you are
You've got to think high to rise
You've got to be sure of yourself before –
You can ever win a prize
Life's battles don't always go
To the stronger or faster man
But sooner or later the man who wins
Is the one who thinks he can

Anon

I would like to introduce you to Megan the philosophical cow. She is a very knowledgeable cow with attitude and 'accompanied' me on my study tour as my mind's eye. Megan will be passing comments throughout this paper.



Megan

Megan asks: -

*Do you possess the zest for life of a 2-year-old welcoming the day, if not **why not?***

Disclaimer

The contents of this report are my personal views and are not necessarily the views of Nuffield Farming Scholarships Trust.

Acknowledgements

Without the support of my family the Nuffield Farming Scholarship would not have been possible. Thanks to Lynwen for managing the farm in my absence and parents on both sides for looking after our children.

I dedicate this paper to my children, Llinos, Carwyn and Emyr.

Dartington Cattle Breeding Trust kindly sponsored my study and provided me with food for thought.

Sincere thanks to all who have helped me with A Mindset For Success and your open and concise responses. Milk Development Council for the loan of a lap top computer. A special thanks to Roger Lovell for providing me with guidance.

This paper would not have been possible without Nuffield Farming Scholarships who have provided me with a vehicle to realise a dream.

The paper is intended to help others to help themselves, I am eternally grateful to all who have participated in my Nuffield study and hope some of this gratitude can be repaid by the passing on of their input to make a difference to your life.

Thank you Nuffield

From Kevin and Megan

Executive Summary

Self-awareness is the master key to a successful mindset. The main focus within this paper is placed on getting to know ourselves. Achieving Clarity of vision through self-awareness opens the door to endless possibilities.

Megan asks: -

Do you possess the zest for life of a 2-year-old welcoming the day, if not **why not?**

What is success?

The study began as defining success as a monetary measure; however, it soon became evident that money was not the main driving force in high achievers. Success can be equated to achieving the zest for life. I draw this conclusion after interviewing approximately 300 high achieving entrepreneurs both within agriculture and corporate business and discussing mindset for success with a wide range of people from road sweepers to psychologists. My superb list of contacts included Peter Antonie, an Olympic Gold Medallist, Bill Gates of Microsoft and Richard Branson of Virgin.

The paper identifies the 4 farming mindsets: -

Traditional Farmer	–	doesn't like change, happy as he/she is.
Victim	–	lays blame on everybody and everything.
Aspirational Farmer	–	wishes to change, but not sure how.
Achiever	–	knows what he/she wants and goes and gets it.

The main formula for success is –

MIRROR	–	Who am I ?
SIGNAL	-	What would I like to be doing?
MANOEUVRE	–	How will I implement my wishes?

Some of us will remember this formula which is used when learning to drive. When we wish to change direction whilst driving, mirror, signal, manoeuvre is used.

I firmly believe the following of ones dreams results in a powerful emotion that provides these high achievers with the ultimate buzz.

My personal development has been significant, I find myself living and breathing all the content of this paper. My joy of life has been enhanced.

A mindset for success is totally driven by **YOU** utilising the best tool on your farm, **'the bit between your ears'**.

Categorising, formula and measurement is strictly only part of a bigger picture. I found common key elements prevalent in the personality traits of successful people although there is **'a kind of magic'** inherent in all achievers, which I have failed to measure, this can be recognised as the human spirit.

Methodology

I commenced my study with a library search considering in particular different ways of studying mindsets through literature on Organisational Psychology.

I followed this by discussion with several UK academics asking them their experience of examining work on the mindset of successful entrepreneurs.

This was followed by pilot studies with local entrepreneurs to start to get a feel for the way they thought. This allowed me to design an interview format a copy of which is shown at Annex 1. Using the International Nuffield Scholars Network I proceeded to source high quality contacts where I forwarded a brief description of who I was, what I wanted to achieve, and how I intended to achieve it. The response from people was tremendous; I planned my itinerary to coincide with their availability.

I then proceeded to interview Farmers and Entrepreneurs (Men and Women) in U.K., Australia, New Zealand, U.S.A., and Southern Ireland selected on the basis of individuals who have achieved significant financial success.

I was determined to enjoy my Nuffield experience and formed a flexible itinerary to allow free time to look at the different cultures and changing environments.

Overseas Universities were also like a magnet to me where I headed for the Psychology departments to discuss my study.

Brief overview of overseas study

Australia

Australia held a lot of welcome surprises. The 'have a go attitude' was evident even as early as the Qantas connecting flight from Singapore to Melbourne. The smiling, humorous and flamboyant ozzy crews were a real contrast to the 'stiff upper lip' cabin crew on British Airways. Fifty percent of my contacts were involved in corporate business. I visited Sydney, Melbourne and continued through Victoria State. I was thrilled by the enthusiasm directed towards A Mindset for Success by high achievers. The questionnaire was of great value and proved to be a catalyst for conversation covering wider issues geared towards the meaning of life. The network of contacts reflected a pyramid as other people were recommended to me and in some cases appointments were made at short notice on my behalf. The itinerary became so condensed at times; I resorted to hailing taxis to travel around the city to save time. I also knocked on doors of major businesses endeavouring to meet with their MD's and had approximately a 30% response rate.

I planned free time at intervals of 4 – 5 days in order to reflect on responses and enjoy my surroundings.

A trip on a paddle steamer up the Murray River was a very memorable moment, I felt like Huckleberry Finn on a wild adventure.

A strong economy, favourable climate and vibrant personalities certainly make Australia an inviting proposition, no wonder so many people have moved there from U.K.

New Zealand

New Zealand was the next stop with the added benefit of my wife, Lynwen, flying out to join me for the 3 weeks travel. We had a lot of background knowledge from resident friends of this beautiful country and it certainly lived up to its reputation

In certain aspects we could relate it to Wales, a relatively small area and remote location having to take on the rest of the world. There the similarity ended, co-operation between farmers was really apparent and contributed greatly towards their success. Most of our contacts in New Zealand were involved in agriculture, although most had diversified into additional businesses. A strong network exists between high achievers throughout the North and South Islands. Many people we met had been made aware of ourselves and the Nuffield topic prior to our meeting. The hospitality afforded to us was magnificent, our discussions ranged from farming methods to personal goals. New Zealand farmers were very aware of their agri-environment and themselves.

The interviews generally lasted longer than planned due to our common quest for agricultural related knowledge and added input from Lynwen and the wives/partners of our acquaintances who were very much involved in the businesses. The women often responded with a more realistic outlook, which complemented the far-reaching goals set by the men. They would also respond with a different view on their husband/partner than the view he had on himself. Lynwen accompanying me throughout New Zealand was a valuable experience in self-awareness.

United States of America

After spending Christmas at home with the family I travelled to the USA where I focused most of my time with non-farming business people. The doors seemed to open to a wealth of priceless information from superb contacts. I was REALLY enjoying the tight schedule and open-ended itinerary. Bill Gates was to be appearing in the consumer electronics show in Las Vegas, on hearing the news it took me about two seconds to decide it must be worth a 'shot'. On arrival I managed to obtain a press pass for this five-day event posing as a reporter for Nuffield News! The world's highest achievers in the I.T industry were all converging for this event, I experienced the time of my life interviewing a wide range of people, even had a go at speaking Chinese! After a brilliant opening presentation by Bill Gates the news in the pressroom was that he might appear at the Microsoft stand the next afternoon. I lay in wait for my prey, saw him jump in and asked two questions, got a response and followed up with his P.A., who got the rest of my questions answered and gave me authorisation to use Bill Gate's presentation material in my report, YES !!!!!!!

I Attended the International Homewares Show after flying from Los Angeles to Chicago again obtained a press pass and interviewed C.E.O's of major international companies together with presentations by motivational speakers. One outstanding entrepreneur had invented swimming accessories that were user friendly, started with nothing and built a wealthy company called Zura Sports. He afforded me 2 hours of his time and had basically followed his dreams. America afforded me the greatest challenge and is the country I most enjoyed due to its diversity of people and environment.

The U.S.A. was invigorating; the people applaud achievers and encourage success. Mindsets of high achievers were common to Australia and New Zealand.

Southern Ireland

Living in close proximity to our Celtic cousins has afforded me the opportunity of previous visits to this enchanting Isle. I travelled a good cross section meeting high achievers whose eyes lit up like lighthouse beacons when they discussed their dreams. Again in Ireland most contacts were involved within agriculture, a similar close knit network exists between high achievers as in New Zealand; the time afforded to me was plentiful. The sharing of knowledge and information was particularly evident in Southern Ireland. I Visited Kerry, the Wicklow mountains and took the tour of Dublin before returning to wonderful Wales.

Interview Format

Prior to interviewing high achievers I wished to standardise a questionnaire to gain a balanced view and a means of measurement. Before deciding on a format I spoke with leading psychologists and read a large number of books (see Annex 2). This lead to me to realise that people could be influenced by both their genetics and environment. The questions therefore needed to focus on their upbringing as well as their present mindset. (see Annex 1)

This approach placed structure into the study and was an ideal tool by which to compare responses from different people. An interview could last 1 hour but more often 3-4 hours due to the enthusiasm of the interviewees.

The questions provided a catalyst to more open conversation, which would often revolve around such topics as the meaning of life. All people I met were extremely encouraging and welcomed this Welshman trying to determine what makes high achievers tick. The roles were often reversed and I found myself being interviewed which led to me answering a number of questions about my future.

Early during my work in Australia, however, as I discussed 'A Mind-Set For Success' with a wide range of people who seem to be enjoying life, I discovered that the mindset applied not only to entrepreneurs but to all people successful in life. My study therefore expanded to include such people as international sportsmen including an Olympic champion.

My objective as a result of the study was to formulate recommendations for U.K. farmers and myself.

Findings

The time people afforded me was overwhelming. Many of them were involved in other business off-farm. Initially I was nervous at the thought of interviewing these entrepreneurs but soon put my fears behind me as my confidence grew. I tried to put myself in their shoes looking at this strange Welshman who was trying to find out what “makes high achievers tick” and quickly decided it was easier to be ASKING the questions!

I discovered from the interviewees that money is used only as a means of measurement and is not the main driving force. The will to succeed is extremely strong resulting in total self-belief. Joy for life was evident; they had a spark in their eyes as they discussed their next venture. The “thrill of the chase” and achieving their goals gives them the buzz. This meant the buzz is almost continual as they constantly set new goals. They possess no sign of arrogance or over confidence and are quite humble when discussing their achievements.

I saw no significant relationship between success and being the eldest or only child. Genetics however seems to play a major role in determining success, as most high achievers have parents who have also achieved.

The environment is the most important factor in shaping success. The way we bring up our children is the area where we can effect most change. Most had been actively encouraged by their parents during childhood resulting in the ultimate sense of worthiness. Brothers and sisters also enjoy success in their lives and possess a high sense of well being.

What is driving you?

For a few the driver is a chip on the shoulder related to a conflict within a relationship experience during childhood. They are out to prove themselves and tended to focus less on the people around them. Communication skills are suppressed possibly due to them not placing full trust in others.

A tragedy within the circle of family or friends can also act as a catalyst for change. For example, some have lost people close to them resulting in an objective view of life. This raises self-awareness and results in a number of questions being raised about life and what attributes it affords them. When asked the question, “what would we wish to do if we knew we only had a limited time left to live?” Most people said that they would continue doing what they are doing. These high achievers have formed strong wishes and could see no reason why any of us should not “follow our dreams.”

People can be influenced by their network of friends; “you can choose your friends” was the common comment. Mixing with positive people enhances their vision for success.

Megan says: - “If you believe it, smell, touch, feel it and live it, it will happen.”

Possession of a vision is inherent in all. Following of one's dreams results in a powerful driving force. The vision is so strong that they can actually see themselves achieving it. They can live the moment in their minds and feel the vision and work out a strategy to achieve that dream. Most are constantly reviewing this process and adapting or renewing their dreams. The vision will always potentially provide them with the ultimate sense of achievement.

Visions varied and may be geared either towards monetary goals or quality of life or a combination of both. Age determined a bias, the younger a person the more likely the dreams will be monetary based. As a person grows older and more knowledgeable the focus will change towards quality of life with money becoming a by-product of the quest for continual joy of life.

How good are your communication skills?

The excellent communicator possesses visions involving family and friends making sure they allow time to enjoy both. Hobbies are high on the list of priorities most will involve team sports. Staff are allowed creative thinking time, ideas can be quickly transferred from the grass roots to C.E.O. They are excellent with people and possess high communication skills. Many commented "you are only as good as the people around you."

The high achievers with lesser communication skills will set more monetary based targets and tend to work long hours resulting in less time with family and friends, "work is my hobby" is a common response. These people are hard taskmasters expecting immediate results from their staff. High achieving women possess particularly good communication skills and will empathise with their staff to a higher degree than the men.

How do you cope with change?

Change is applauded; all high achievers pre-empt change. Change is an extremely strong trait, 100% responded positively to this question.

Megan comments: -

"Dynamic change is no longer the exception it is the norm, and to survive the 21st century businesses must adapt. Managers will possess a positive can do attitude- the 'how cans' of this world rather than the 'why cant's'."

William McNamara M.D. Oakwood theme park South Wales

How important do you think it is to have expertise of the industry?

Technical expertise can be imported from outside by employing a specialist in that particular field. Some technical knowledge is considered advantageous; they will acquire information quickly by reading and talking with others to have a basic grasp of the technical skill. Business acumen however is common in all business and is an area where all achievers excel.

Are Entrepreneurs born or can they be made?

80% responded by saying Entrepreneurs are born, i.e. genetics are of paramount importance. The remaining 20% said Entrepreneurs can be made i.e. influenced by their environment. I was pleased to hear that they could be made as I was beginning to feel that my study would be wasted! However it should be realised that whilst skills can be obtained perhaps much of the inner driving force that the people displayed cannot be as easily transmitted. I found that one's environment is by far the most important factor in creating a successful mindset. Genetics alone will seldom provide the ingredients for success whereas environment alone can. Foster children who had been brought up in an encouraging environment and had achieved proved this to me.

How willing are you to take risks?

Calculated risks are very common. To someone from the “outside” these gains could be perceived as “very” risky, although entrepreneurs have studied the proposed move in depth so are making more calculated moves. When a proposal is in the balance, gut feeling plays a part as to whether to proceed. The difference between the “average” person and an Entrepreneur is the they are willing to “ have a go.”

Megan comments: -

‘Risk comes from not knowing what you are doing.’

Warren Buffet

How persistent are you?

Very, tenacious like a dog not willing to give up a bone. They have total self-belief and will pursue it to the end. If the proposal begins to look non-viable they are not frightened to change its structure or totally change course to avoid failure. Women again showed a higher degree of persistence, they admitted in some cases it is to their detriment, as they will occasionally ignore the wider picture in their quest for achievement on a particular issue.

Richard Branson commented on my persistence and said ' you are the type of person who if left in the middle of a dense jungle would never give up the battle to get out'.

Megan comments: -

Nothing can take the place of persistence

Talent will not, nothing more common than unsuccessful men with talent

Education will not, the world is full of educated derelicts

Genius will not, unmeasured genius is almost a proverb

Persistence and determination alone are omnipotent

The attitude 'press on' has solved and always will solve the problems of the human race

From the wall of Winston Churchill's study

The little engine pulled trucks over the hill when big trucks failed, singing I think I can, I think I can, I knew I could, I knew I could, I knew I could.

B.B.C children's favourites

How do you manage fitness to deal with stress?

This question was like a double-edged sword. 90% responded by recognising there are potentially two types of fitness: - fitness of the body and fitness of the mind. I was reminded on a number of occasions that we only use 5% of our potential minds. High achievers will exercise fitness of the mind by keeping it active through reading up on topics they find interesting.

Megan comments: -

“The mind once stretched will not revert to its original state”,

Michael Scully.

75% were involved in a physically challenging hobby, although walking and reading seemed common to all. A fit body and a fit mind compliment each other. Stress is a word that is not recognised, as it is an anomaly that occurs only when you've lost control. Women showed greater awareness to fitness of the body; all I spoke with exercise regularly.

When you make a mistake, how do you deal with it and do you ever admit you are wrong?

They recognise their mistakes way before anybody else will see them and take corrective action. If a mistake does become apparent to others it will be openly admitted to. A mistake is an occurrence, which seemed right when the decision was taken and often an environmental change is responsible for its unworthiness. All learnt from their mistakes.

Megan says

“He who does not make a mistake does not make anything.”

“Edison when he invented the light bulb was referred to as getting the experiment wrong 1,700 times before he got it right. Edison replied “it was a learning process and I eliminated 1,700 ways of doing it.”

How do you deal with negativity?

They refuse to deal with negative people long term. They will give that person a chance to change his or her outlook but will not tolerate continued negativity. It must be sorted out immediately or it can act as a plague through an organisation and can become highly infectious. They choose to associate with like-minded people who share a positive outlook on life. They will allow limited time to a negative person if they think there is potential for that person to change. No change = No position within the team.

How well do you know yourself and can you describe yourself using the following traits: - self confidence, introvert to extrovert, communication skills, optimism, forcefulness, commanding a presence, attention to detail, impulsiveness, integrity, joy of life?

They know themselves really well; I had a 90% positive reaction. Most have studied books relating to self-awareness and commented “you must know yourself before dealing with others.” A typical personality profile for success would be as follows: -

- Very self-confident and 100% self-belief.
- Can be extrovert when needed but happier to be slightly more introvert.
- Communication skills are extremely high; people will be working “with them”, not “for them”.
- Extreme optimists, always highlighting the good in people and proposals. An optimistic outlook drives clearer thinking.
- Forcefulness is superseded by determination; they are not happy forcing people to perform.
- Commanding a presence is not characteristic; most are humble and modest.
- Persistence is common.
- Attention to detail is left to others as they spend their time thinking of the wider issues.
- Impulsiveness is fairly high although nothing is followed up without a risk assessment.
- Integrity is a very strong trait, they hold strong values and are forthright with all.
- Joy of life is by far viewed as the most important trait and is common to all.

Megan says: -

Minds are like parachutes; they only function when open

Can you give me your favourite phrase?

This question prompted personal mission statements and can be seen throughout this paper.

Nothing ventured, Nothing gained.

Richard Branson

If you were granted a wish what would it be?

The amazing thing about responses to this question was that none of the wishes were monetary based. All related to family or friends or simply to carry on enjoying life.

What do you want to be remembered for at your funeral?

A common theme ran through the replies. I have made a difference to people's lives or I have left the world a better place. One of my favourites was the three F's – I was friendly, fair and funny.

I discussed "mindset for success" with a wide range of people on my travels a lot of who were travelling themselves. A large number including myself were questioning their role in life. I spoke to hippies, backpackers and even travelling young farmers and have formed a huge respect for them. They are "following their dreams" and experiencing fulfilment. They do not want to be sitting in the rocking chair at 80 years of age looking back on their lives saying I wish I had, I wonder what if? All these questions are being answered as they follow their wishes.

I have learnt not to judge people by their wealth and I now define success as following and realising ones dreams achieving the zest for life of a two-year-old. The professional sports people I met also share the hunger for success. Many on retirement from sport run excellent businesses as the inherent will to succeed is carried through. The numerous high achieving farmers run multi-businesses and get a buzz out of stretching their capabilities; they too are not frightened to "have a go."

Richard Branson said ' he lived his life to the full and didn't waste a moment of his time'.

Megan comments: -

The Dash

I read of a man who stood to speak
At a funeral of a friend
He referred to the dates on her tombstone
From the beginning — to the end
He noted that first came her date of birth
And spoke the following date with tears
But he said what mattered most of all
Was the “dash” between the years (1924-2001)
For that dash represents all the time
That she has spent alive on earth
And now only those that loved her
Know what that little line is worth
For it matters not how much we own
The cars, the house, the cash
What matters is how we live and love
And how we spend our dash.
So think about this long and hard
Are there things you’d like to change?
For you never know how much time is left
That can still be rearranged.
If we could just slow down enough
To consider what’s true and real
And always try to understand
The way other people feel.
And be less quick to anger
And show appreciation more
And love the people in our lives
Like we’ve never loved before.
If we treat each other with respect
And more often wear a smile
Remembering that the special “dash”
Might only last a little while.
So, when your eulogy’s being read
With your life’s actions to rehash
Would you be proud of the things they say
About how you spent your dash

Anon

Recommendations

I have categorised farmers into the following four mindsets: -

Traditional

I'm doing OK
I'm happy as I am
I've always been a good farmer

Victim

I blame the Government
I blame the public
I blame my neighbours

Aspirant

I want to continue farming
I want to do better
I want to know how

Achiever

I enjoy farming
I want to progress
I set myself targets
Share ideas with others

Traditional

This farmer is happy maintaining the status quo. He/she is adversent to change and usually carries out good farming practice. The fear of change is strong and the preference is to stay within his/her known **safety zone**. The traditional farmer is very happy staying as he/she is and I see no reason why I should try to influence change in them. The only area, which might be of concern, is lack of awareness to the constant change in our agricultural environment. We should look back to look forward, growth of our businesses has been necessary just to stand still and I see no reason why this should not continue to be the case.

The traditional farmer is living in the present and likes to concentrate on one thing at the time.

Victim

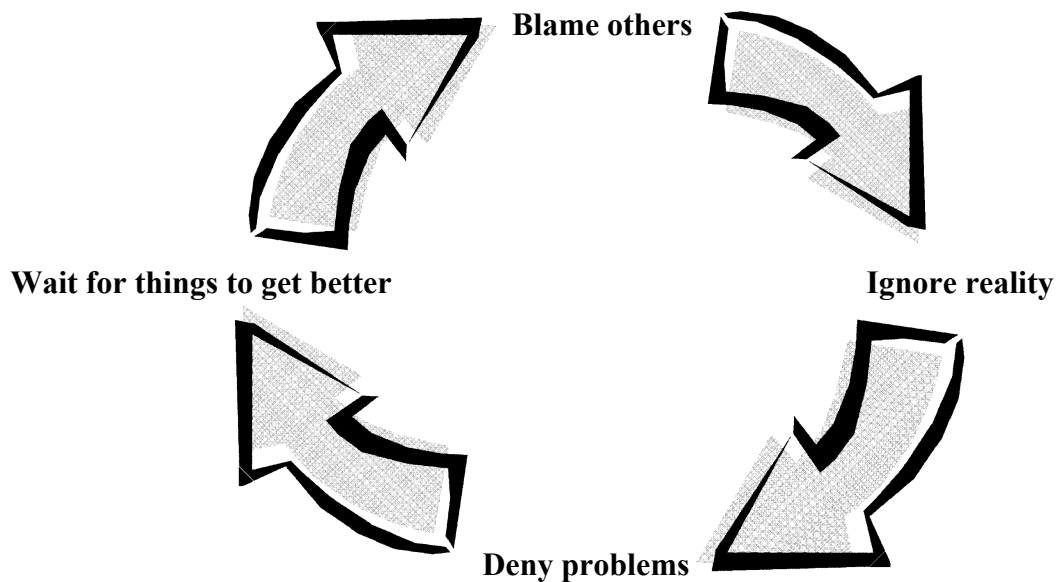
This farmer blames everyone and everything around him/her, and won't change to face the New World. I have found their self-awareness to be very poor and are in constant fear of adapting their mindset to deal with change. These farmers lack clarity of vision and find it easier to blame others than themselves. I believe fear of failure and change together with lack of self-belief is fuelling their anger. These farmers possess a tremendous amount of energy but waste it on issues they cannot control (see victim cycle below). Their potential is great as they already possess the fire in their belly. This energy can be transformed from negative to positive thinking (see thoughts process). They are generally unhappy with themselves and their surroundings and do not wake up like a 2-year-old welcoming the day.

Megan says

Victims think the only people who relish change are babies with wet nappies.

Robert Kriegel – Author of Sacred Cows Make The Best Burgers.

Victim cycle



Aspirant

These farmers are not happy with themselves and recognise the need to change but they are not sure how. Their clarity of vision and self-belief are moderate although the hunger to change is high. Awareness of their environment is high although self-awareness is moderate. Fear of failure is the main trait that is stalling progress (see text). They will wake up in the morning like a 2-year-old welcoming the day but will immediately fill their mind with complex reasons why they should not.

Megan comments: -

“What is in your mind is what will shape your future, and is what will shape you”

Stephen R Covey

Achiever

These farmers have full self-belief, high self-awareness and total clarity of vision. They think simply, positively and avoid negative thought processes and negative people. They precede change and are constantly reviewing their visions and the ways in which they can achieve them. They really enjoy life and usually like to share their ideas with other people who possess hunger for knowledge. Their zest for life is at full speed and they throw the curtains open to welcome the day. The Achiever is living in the future and thrives on multiple challenges. They have also learnt to laugh at themselves.

Megan comments: -

“Knowledge is power, Self-awareness is joy”

Michael Murphy

“Could a man or woman who is knowledgeable about many things be considered wise if they did not know themselves”

Socrates

Locus of control

This is related to how powerful you see yourself. People with a strong **external locus of control** believe that they are powerless and that it is those around them that are powerful. For example, they believe that everything that happens to them is the result of forces outside their control. To that end they will blame others or bad luck to describe the state within which they find themselves.

People with a high **internal locus of control** may not be able to change the world but they do believe that they can influence their situation. A person with an internal locus of control feels in control of his or her life.

If I had to state one trait above all others that was found in all the successful people that I met it would be that they all had a **high internal locus of control**.

Victims on the other hand display primarily an **external locus of control** and follow examples made by others or the flock/herd.

Perception

We all look at the world in different ways. If ½ a glass of water is placed on a table a pessimist will say it is half empty, an optimist will say it's half full.

High achievers can look at a proposition and see opportunity where the average farmer will only see problems.

Megan looks at the world through **rose coloured glasses**, which gives her the edge. Imagine **YOU** are wearing rose coloured glasses. Do you think the world will look better? No need to go out and buy the glasses just buy the perception.

You can choose to wear dark glasses if you wish, many of us do, it's not good for your sense well being, or for clearly seeing the rocky road ahead.

When I am viewing a proposition, I now try looking in turn through both sets of glasses to obtain a balanced view. The contrast is massive; my little tail wags like 'a terrier down a rabbit hole' wearing rose coloured glasses, my tail drops when I look through the dark glasses. All the high achievers I met had “wagging tails.”

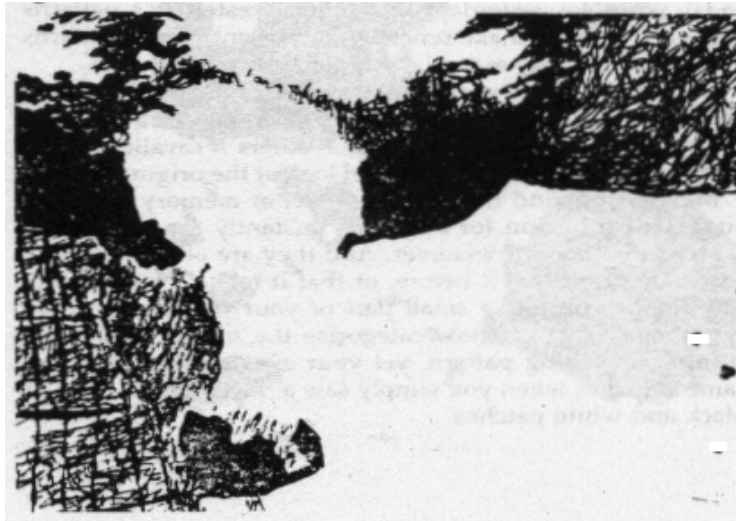
Megan's comments: -

“I have always found that it is the toughest times when people take advantage and make the most progress in their chosen field, anyone can survive in good times its those who thrive in the toughest times who win in the end. This year is a great opportunity for us all to differentiate ourselves from the pack and make great strides forward. Think about it and how you can grasp the opportunity.”

Mike Tilley Chairman. Merrill Lynch International (Australia) Ltd.

Look at this picture, what do you see?

Answer at bottom of picture



Answer a calf, now look again it will 'appear'. We can train our minds to look outside the square and realise a different perspective.

Megan says

Life is for living, 'put on' your **rose coloured glasses**.

Change

Change is constant; the world will not stand still.

Why Change?

If I keep doing what I've always done I will keep getting what I've always got.
Do I enjoy life?

Fear of failure - is the greatest inhibitor to change. When we view a proposition we must look at a worst case scenario as well as the best possible outcome. The worst that can happen is still often better than doing nothing and living with the thought 'what if I had given it a go, I wonder what would have happened?' If your scared its quite easy not to do anything. Fight through it and turn it round by making yourself scared of what might happen if you don't do it.

Megan comments: -

"Wales needs a change in mindset to cure its economic woes"

Jane Renton Sunday Times February 4

People will hide their fears by blaming others or their environment. 'Tall Poppy syndrome' as it is named in Australia and New Zealand is prevalent. A tall poppy is the loose term given to an achiever. They are often slated by the under achievers (Poppy loppers) in an attempt to give themselves some credence.

Americans applaud success, everyone wants to have fame and fortune. The 'American dream' is alive and well. American authors have written most of the motivational material I have seen. We can learn a great deal from their enthusiasm for greatness.

I met a retired farmer's wife, Diana Weickert who is 99 years of age. She has witnessed extensive change over her years of farming in Wisconsin. One of her stories included the sighting of her first plane. She was with her husband on their horse and cart when 'the thing' flew overhead. They were sure it was about to drop out of the sky as they could see no reason why it should stay up in there. They both dived for cover under a bush, and the horse bolted. 'People should keep their feet on the ground, that flying idea will never work' they commented.

She admitted how wrong they had been and now views anything as being possible. She added **'We had to change as time passed, if we hadn't we would never have survived the hard times'**

Change on the farm will follow change in the farmer the farm will perform only as well as its most limiting factor.....**YOU**

The Farmer must acknowledge for the farm to change I must change first, I have to change my mind set if I am to achieve a more profitable farming system. This will encompass a process of constant learning and constant change. If we don't adapt we won't survive

High achievers pre-empt change

Megan comments: -

Chinese proverb, "Man who keep feet firmly on ground have trouble putting on pants."

Positive and negative thoughts

Positive thoughts

Zest for life
Sense of well being
Trust
Joy
Fulfilment
Achievement
Generosity
Help others
Respect
Love
Responsible
Visionary
Positiveness
Integrity
Hunger
Persistent
Listen

Negative thoughts

Fear of failure
Feeling of insecurity
Sceptical
Anger
Resentment
Guilt
Greed
Blame others
Jealousy
Hatred
Irrational
Blinkered
Negativity
Dishonest
Disillusioned
Submissive
Ignore

Achievers will possess largely positive thoughts; victim's largely negative thoughts.

Megan says: -

"Listen contains the same letters as the word silent; god gave us one mouth and two ears."

In order to move forward we must recognise our thoughts from the above table in ourselves. If we wish to change from traditional, victim or aspirant to achiever we must use positive thoughts. If you can identify any of the negative thoughts in yourselves ask Why? The answer will probably be found way back in childhood or teenager days and be related to your upbringing and environment.

We are entering into a new wave of change; the future is exciting and challenging. We can ignore it or decide to change. Dairy farmers have been under pressure both economically and bureaucratically for the last few years. That environment will not go away. Instead we have to rethink our strategies both regarding our management, and the effect these pressures are having on us. We need new direction; new vigour to find a way forward; a way that is positive and progressive. **The answer rests in adopting the right mindset.**

Not following our dreams can be like making the decision to remain in a prison cell terrified of the outside world with the key of the door in our pockets.

Awareness of your surroundings develops wisdom. Self-awareness will bring clarity of vision, resulting in the ultimate sense of achievement. If you wish to unlock your dreams **Self-awareness** is the master key. I have devised a simple formula for success using that master key after becoming aware of the need for personal change.

I began my study tour as a youthful farmer from West Wales who enjoyed telling jokes and looked at life with an open but confused mind. As my study progressed the message became clear – I needed to enhance my self-awareness, How?
By devising a simple formula: -

Mirror - Signal - Manoeuvre

Do I wake up like a 2-year-old welcoming the day? I don't and I wish to change.

Formula for a successful mindset

- Mirror** – who am I?
Signal – What would I like to be doing?
Manoeuvre – How will I implement my wishes?

Mirror



In order to change we must first recognise ourselves. Using the 4 farming mindsets as a guide I can recognise which category represents me. This is easier in theory than it turns out to be in practice. Self-awareness is the biggest and most difficult of the three steps. You must be truthful to yourself to achieve the best results.

A good way of assessing your personality traits is to write down on a piece of paper what personality traits you possess. You can then ask your partner and friends independently to give an honest written review of how they see you. Compare notes, if your version and theirs are vastly different then you may not know yourself as well as you think.

Megan says

“It is true that your world is only a mirror of you.”

Robert T Kiyosaki – Author Rich Dad Poor Dad

Signal



Once you have identified the need for a change of mindset the next step is straightforward. This can be related to driving down a road knowing you wish to change direction but don't know which road to take. Signal is where you can explore all possible options and conclude with definite views. A good place to start with options and ideas is to form a wish list. Write down all the things you are good at and all the things you'd like to be doing if you knew you couldn't fail. You and your partner can write independent wish lists, then compare to reach common goals.

Example of a wish list: -

Things I'm good at

Milking cows
Working long hours
Shouting at people
Keeping my ideas to myself
Staying at home
Being conservative
Worrying what others think about me
Pessimism

Things I'd like to be doing

Managing cows
Annual holiday
Good people management
Sharing ideas with others
New challenge off farm
More outgoing
More self-belief
Optimism

What's stopping you from doing things you like, I suggest it's **YOU**, Out of your wish list you can identify the things you can change, the things you can influence and things over which you have no power and can do nothing. You will be pleasantly surprised if you keep an open mind most wishes can be realised. Visualise your preferred options, do you feel great? Are you experiencing a zest for life? if so you've got it right.

Megan's quote from 'Alice in Wonderland' by Lewis Carroll

Cat: Where are you going?

Alice: Which way should I go?

Cat: That depends on where you are going.

Alice: I don't know.

Cat: Then it doesn't matter which way you go.

Manoeuvre



Once you've identified what you would like to be doing, manoeuvre is the setting of steps needed to take to achieve your wish list. You can write down these objectives and a time scale you are happy with to achieve these wishes.

Example working long hours – to - annual holiday by next autumn.

This is easily remedied by sourcing extra labour or simplifying the farming system to increase labour efficiency. Remember the old saying regarding money: - you must spend it to make it.

This simple formula will raise **self-awareness** and give you greater **Clarity of vision** to allow a more objective view of what you want from your life.

It's a kind of magic

This is the area of my study that I cannot measure and have identified as the human spirit.

Live it, breathe it, touch it, feel it and it will happen. Never underestimate the power of your mind and I was told 'don't let anyone break your spirit'. A significant number of successful people I interviewed made reference to the power of the human spirit. This is another dimension, which I have come to recognise as playing a significant role within a successful mindset. On my travels a number of 'fortunate' incidents took place which defied natural chance, meeting Richard Branson, Bill Gates, Peter Anthonie (Olympic Gold Medallist), philosophical back packers, being chosen as a chief in a Maori- (a native of New Zealand) cultural evening! Lynwen also made reference to the unexplainable clarity of vision that flowed into her mind once she had 'tuned' into herself. Tuning into ones own mind has been practised for hundreds of years in the form of meditation. The various religious orders have perfected this art while the rest of us are racing around with little time to connect with ourselves. Thinking clearly is a pleasure, allow yourself time to think.

I have found the easiest way to achieve a connection with my 'inner self' is to focus on one or more of my bodies senses, touch, feel, smell. I clear my mind of all thoughts except for the air entering and leaving my body. After a short duration of this totally relaxed state I can ask myself questions on a wide variation of issues and receive answers. My realisation of this form of meditation became evident to me whilst spending quiet moments alone on my study tour. This was often in beautiful, tranquil surroundings such as parked on a mountaintop. I really was the last person to have believed in a spiritual world but now feel it is the most likely explanation for my experience.

I now fully understand the meaning of a free spirit and the buzz obtained when meeting someone who is full of spirit (and I don't mean whisky!) The positive energy surrounding them is 'infectious'; I feel privileged to have been 'infected' by so many high spirited people.

Personal Development

Prior to setting out on my study tour a number of Nuffield Farming Scholars told me 'you will come back a different person'. I didn't really appreciate what they meant although now I fully endorse that view. My outlook has changed, my love for people is enhanced and the world seems a very small place. I am living the 3 R's: -

- Respect yourself
- Respect others
- Be Responsible for your actions

'I like to treat people with respect and operate my life well'

Richard Branson

The compelling urge to kick-start my dreams into action became overwhelming towards the end of my study. We have formed a property company called ' Mooving Ltd' and the ' Milk-Train', a milking training and personal development programme. Lynwen and I share a similar passion for happiness and are experiencing the '**zest for life of a two year old**' every day. We have both achieved **Clarity of vision** through raising **Self-awareness**, the thrill is amazing.

I wish to help others to help themselves

Megan says: -

Self-awareness can be heightened by travel

Conclusion

- **Self-awareness** is the most important ingredient for success
- Yes, success is all in the mind
- The best tool on our farms is the 'bit between our ears'
- The main limiting factor to increasing profitability on your farm is you
- If you lack the zest for life of a two-year-old, change
- Zest for life and profitability are common
- **Self-awareness** should only come second to oxygen; we must get to know ourselves.
- **Clarity of vision** naturally follows self-awareness

Farmers are multifunctional and most don't realise their attributes. Timing, Awareness, working in harmony with the environment, dealing with bureaucracy are daily issues for us. We are very clever; mindset for success has shown me we can turn our minds to achieve almost anything we wish. Farming provides us with a backbone for business acumen and is an ideal core business from which to springboard to other ventures.

When people possess self-awareness and clarity of vision nothing seems impossible. They tap into inner resources and draw strength that is not normally available. They accomplished things that previously may have seemed out of reach. During this learning process they discover the most important thing; the real limits are in our own minds.

You know you have succeeded when you can say: -

It's great to be me.

"What will be is up to me"

Annex 1

Questions ‘ Mindset For Success’

- 1 Do you have any brothers or sisters?
- 2 Are you the eldest?
- 3 Did you get along with your parents during your teenage years?
- 4 What's driving you?
- 5 What gives you a buzz?
- 6 Have you got a chip on your shoulder acting as a driving force?
- 7 How did you identify the opportunities?
- 8 How do you identify targets?
- 9 Are your actions motivated by your desires, dreams?
- 10 How do you convince others that your proposals are achievable?
- 11 Have you any hobbies?
- 12 How good are your communication skills?
- 13 Do you allow staff any creative thinking time?
- 14 How do you cope with change?
- 15 How important do you think it is to have expertise of the industry?
- 16 Are entrepreneurs born or can they be made?
- 17 How willing are you to take risks?
- 18 How persistent are you?
- 19 How do you manage fitness to deal with stress?
- 20 When you make a mistake how do you deal with it, do you ever admit your wrong?
- 21 How do you deal with negativity?
- 22 How well do you know yourself and can you describe yourself on a scale of 1 – 10 with the following traits? Self-confidence, introvert - extrovert, communication skills, pessimistic - optimistic, forcefulness, presence, attention to detail, impulsiveness, integrity, sense of well being, joy of life?
- 23 Can you give me your favourite phrase?
- 24 If you were granted a wish what would it be?
- 25 What do you want to be remembered for at your funeral?

Annex 2

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