

The **HopeFull**
Organisation

Driving Growth for People and Organisations

By Glen Gerreyn



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The HopeFull Organisation

About the Author

Glen Gerreyn will help change your life. At age 17 Glen, a champion athlete, was struck by an illness that quickly ended his Olympic dreams and sporting career. He triumphed over every challenge, and shifted his focus to community development. His efforts were recognised nationally as Young Australian of the Year for Queensland, Community Service.

For the past twelve years Glen has made motivational speaking his career, and has spoken to over 500,000 people around the world. He works with high school students, businesses, sporting groups and community organisations. In 2012 Glen received international accreditation as a Certified Speaking Professional (CSP) from the National Speakers Association of Australia. His businesses and initiatives include The Hopefull Organisation, Oxygen Factory, Men of Honour and Freedom House Publishing.

Glen challenges his audiences to test their limits, and to set and reach personal goals that they never could imagine, let alone believe to be possible. He has a remarkable ability to articulate and deliver a powerful and lasting message of empowerment and purpose. He has authored three books, *Get Your Hopes Up*, *Oxygen: 102 Doses of Inspiration* and *Men of Honour*. Glen lives happily in Sydney with his amazingly talented wife and three beautiful daughters.

To find out more about Glen go to: www.glengerreyn.com

Introduction

You'll agree with me that every organisation is made up of people; people who either contribute to or undermine an organisation's success depending on their commitment to their work. Right? Then you'll also agree that the more motivated your employees are, the better they perform. The better they perform, the better your organisation performs, right? Right.

How then do you create a truly motivated workforce? I'm talking long-term motivation, not incentivised spikes of enthusiasm. How do you keep people focused and engaged, and not always feeling like there's something better out there? To have that great team, to be that great organisation, it all starts and ends with hope. Through a series of ongoing and one-off seminars I work with hundreds and thousands of people in any organisation. My seminars are not about making empty profit promises. They are about engaging and inspiring people by re-igniting and re-discovering hope.

Now, I say 'hope' and you might be thinking airy-fairy 'hope'? You might be thinking pretty flowers, and charitable causes? If so, think again. The 'hope' I'm talking about is the most powerful driver of human achievement. It's active, not passive. It's strong, not feeble. It's courage, not fear. It's clear thinking, not disillusionment. It's ongoing, not an end point.

Hope is tenacious. Hope is audacious. Hope is positively contagious.

Hope is at the heart of every achievement because with hope comes meaning. With meaning people feel engaged. Engaged people take action – in their lives and in their work. And action drives growth, for individuals and for businesses. A disengaged, under-performing organisation is made up of employees who lack hope, and who consequently fail to act, and therefore fail to grow. The hope-full organisation is made up of people – mothers, fathers, grandparents, brothers, sisters – who have hope in their lives. They're focused, they're driven, and they're able to reach their potential and grow. These are the people you want on your team, building your organisation's reputation.

This work is my life. It is my greatest passion. I've been doing this for over 12 years, and have worked with hundreds of groups. I've met thousands of people, young and old, across the world, and it all boils down to building hope. It is the very essence of greatness, and for me there is nothing more potent than changing someone's life, by helping them rediscover hope. No matter how big or small the action they take, the effect is mind-boggling. I'd love to work with your employees and let you see the results for yourself.

Glen Gerreyn, Sydney April 2013

Hope is not a Strategy or a Plan.

"Exactly at the instant when hope ceases to be reasonable it begins to be useful." — G.K. Chesterton

HopeFull Organisations know intuitively that hope is not a strategy or a plan. Hope sits higher up the food chain than strategy, because without hope there is no strategy and no chance of a compelling or inspiring vision. *HopeFull* thinking can turn a mediocre strategy into an awe-inspiring and deeply meaningful project for people and organisations.

Hope is not a management concept or an accounting treatment; it is a leadership approach. The first and last task of any leader is to keep hope alive. This statement contains two powerful assumptions:

- 1) Leaders are accountable for instilling hope in others
- 2) Leaders are either proactively keeping hope alive or killing it.

Every organisation is at some point on the continuum between hope and hopelessness. A hope driven culture inspires individuals towards growth. A hopeless culture understandably has the opposite effect. Peter Drucker, one of the world's most famous management thinkers has stated, *"Culture eats strategy for breakfast."* Managing the culture of your organisation should be a top priority and necessary if you are to produce the kind of results required to perform in highly competitive markets. Therefore renewing or rejuvenating hope is perhaps the greatest game plan any organisation can identify and put into place.

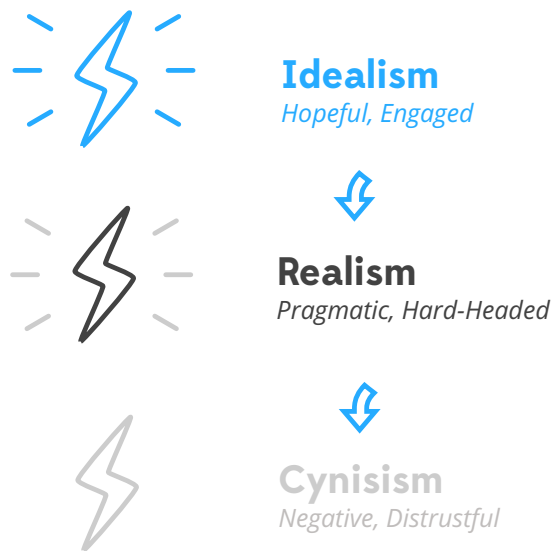
Larry Page, who is best known as the co-founder of Google once said,

"You have to be a little silly about the goals you are going to set. There is a phrase I learned in college called, 'Having a healthy disregard for the impossible.' You should try to do things that most people would not."

This kind of leadership style has inspired Google to set some audacious goals. Some of their current goals include developing artificial intelligence, orbital mind control, eliminating evil and to buy New Zealand. Their philosophy is simple to keep people engaged and keep them future casting. Success does not come from simply defining lofty goals, but in the increase of capacity within the team to stretch to attain them. *HopeFull* thinking keeps them inspired, challenged and reaching for what seems impossible.

When leaders speak in these terms they inspire innovation. As a leader, you either manage your culture or it will manage you and your team. Simply stated culture is the collective manifestation of how a group of individuals think and act. Every organisation has a culture and that culture will produce either a positive or negative outcome for an organisation.

Great leaders are always striving to stop the downward spiral of team members that through the rigours of day to day pressures at home and work, inevitably move from idealism to realism to cynicism.



Optimism and hope give organisations a competitive edge by engaging employees and increasing the productivity in the workplace.

The leadership of any organization is what drives cultural change which facilitates growth for both people and organisations. When hope leads to execution it transforms organisations from the inside out. Hope should be a key ingredient in every project your organisation takes on. Hope is a real and valuable commodity for today's vanguard organisations.

What Hope Delivers to Organisations and People

A definition of Hope by to Dr C.R. Snyder a specialist in Positive Psychology, says,

'Hope is the sum of perceived capabilities to produce routes to desired goals along with the perceived motivation to use those routes'.

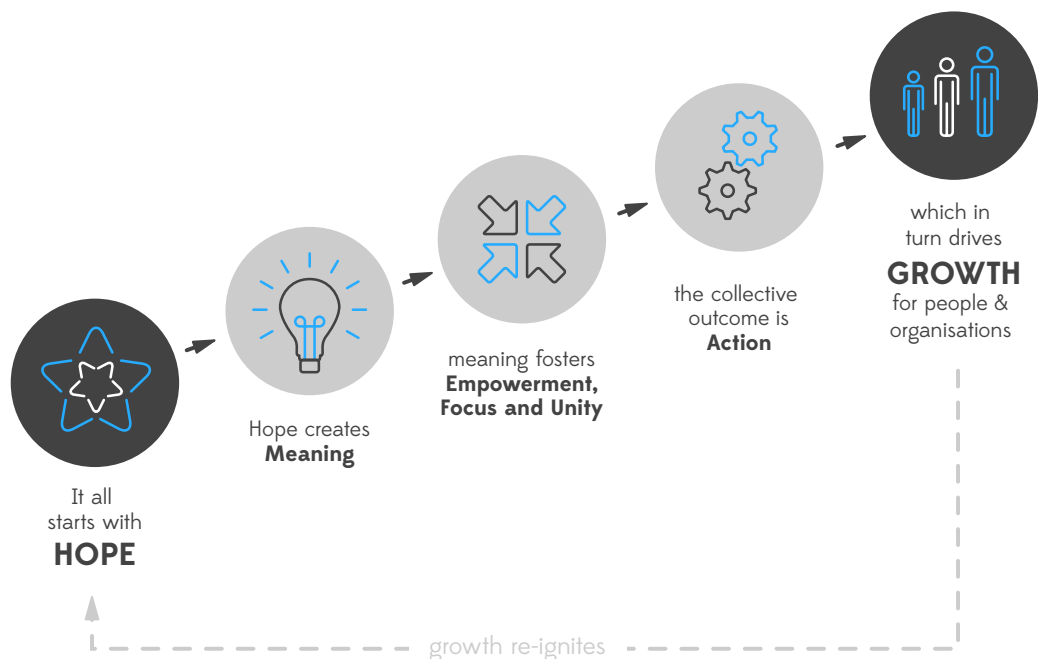
Simply put, hope is the capacity and inner drive to build a pathway to a stated vision or objective. Hope is a learned trait that can be intentionally fostered. In order to thrive hope must be present.

Hope is one of the most powerful forces on the planet. It enables, it empowers, it electrifies, it disciplines and it conquers. Hope has a future orientation and this propels us forward. The hope that I am describing is not an *"I hope something will happen"* kind of hope. It is a visceral emotion felt deep in the core of your being. Real hope is the most powerful driver of human achievement. Hope does not distort reality. Hope recognises difficulty and understands that effort is required to overcome challenges. Kernels of hope are resident within every individual. Without it crises would have brought us down. We have thrived and flourished as a civilisation because when things get tough we look after each other and sustain hope. This contagious and positive emotion when displayed within a leader escalates naturally until the whole organisation is filled with vision and driven towards growth.

Hope stares down giants, provides fortitude to deal with illness and pain and gives strength in times of trial. Hope gives vigour to vision. It expects that the sun will keep shining, the dawn will come again and that you will not be presented with a difficulty you do not have the power to overcome.

Without hope, despair, anxiety and fear reign. Hope does not vanquish those emotions but it does give strength to push on regardless. Maintaining hope allows us to hold onto our dreams. Don't drop the ball. Keep hope alive within your team and watch it flow on throughout your organisation.

The HopeFull Organisation Model



So how do we cultivate self-hope in ourselves, nurture hope in others and apply it to specific situations? Bob Herbert said,

“Competence is essential, but it is not enough. The great voices of history have always been the voices of optimism and hope”.

That is why the concept of hope as a leadership approach rather than a management strategy is so important. Perpetual growth for businesses and teams starts with hope. Hope can have the best returns on investment because it costs nothing to acquire, yet can return magnificent yields. Hopeful thinking attracts resources because people are drawn to its energy. Hope can turn big ideas into reality and make the impossible seem probable. Hope does not discriminate. Regardless of your current socio-economic state, racial or ethnic background, hope can be developed in everyone. It depends on the resolve to choose to live by an optimistic mindset.

Albert Einstein once remarked

"Imagination is more important than knowledge".

You may not know how you will get there, but if you can get a vision of your future your actions will eventually take you there. Athletes everywhere have used visualisation techniques and Hopefull thinking to their advantage. Athletes spend hours not just training their body but using their imagination to envision the processes required to attain victory. In the same way we all can apply visualisation to cultivate hope in our work and personal lives. This kind of *HopeFull* thinking triggers mindfulness which in turn guides our decision making processes and impending actions. The clearer the image of your goals the more inspiring the vision becomes. These awe-inspiring images in your mind produce a greater sense of meaning and purpose in day to day activities. The end result that these positive emotions have on your person, is the fuel that drives you to execute the necessary actions to make that vision come to pass.

These *Hopefull* thoughts develop a deep sense of meaning both for teams and organisations. Our society is aching for meaning. We live in a world of unlimited distractions. We are amusing ourselves to death. With no clear pathway or meaningful objectives, work for some has become nothing more than a distraction from living. Yet fulfilling work is one of life's greatest delights. Richard Branson said,

"I don't think work as work and play as play it is all just living."

The trigger for meaningful work is hope. Some describe work more like a prison sentence, but only when it has no meaning. Work that is meaningful makes you both happy and fulfilled.

To derive real meaning for an organisation, two questions need to be answered. What will this organisation be and why will it matter? People want to be a part of something bigger; to know what they are involved in is making a difference in some real way. We live in a world that is high tech but needs to still be high touch. Pretending we are like the actual machines we drive will only lead to robotic and monotonous behaviour, seen in many work places. We have grown so accustomed to the same grey, dull work space void of any sense of hope; we think it is the rule. Yet like the Tin Man in the *Wizard of Oz*, we need to rediscover our heart. As we allow the callous hardened heart to break we can revitalise the true meaning to our work life.

"The only way to do great work is to love the work you do" — Steve Jobs

Hope cannot be Hopefull unless it is meaningful. People will rally around a meaningful goal. Meaning drives empowerment and empowered people are focused. They are less moved by the uncertainties of society that draws them ever closer to the abyss. Focus perpetuates collaborative investment. A focused team is more likely to press through and beyond obstacles to bring about real change. Focus is one of the key modes for knowledge work, others being collaboration, learning and socialising. A *HopeFull* mindset lessens the impact of distractions because of the energy created by the goal. A focussed team is a unified team. William Lynch observed:

"Hope cannot be achieved alone. It must in some way be an act of community".

A *HopeFull* community of people is unstoppable because hope becomes transferable and infects all within its sphere of influence. The collective outcome of a focussed and engaged team can only produce action. Action comes when people are empowered by a purpose beyond themselves; a purpose that can only be achieved as a team. The organisational goals become less about "*me*", and more about "*we*". With this frame of mind, hope can change the world when hope leads to execution. An organisation that continually acts upon meaningful goals in an evocative and united way can only produce growth, both for people and organisations. A fulfilled workforce is a productive workplace.

Ripples of Hope

In 1966 Robert Kennedy gave a speech to the National Union of South African students in Cape Town. An extract of the speech is below.

*"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a **tiny ripple of hope**, and crossing each other from a million different centres of energy and daring those ripples build a current which can sweep down the mightiest walls of oppression and resistance."*

As we begin to stand up for ideals and act in meaningful ways, we send out ripples of hope. These once in motion cause a chain reaction with power to drive growth for people and organisations and produce positive outcomes for all. The actions don't need to be grandiose or audacious. A seemingly insignificant act can be the catalyst. You just need to begin to create momentum in an area where there was none. It all starts with you. Lead without a title. Generate hope without an order. Become a trafficker of hope. To do this you will need to get off the bench and move away from the crowd. You must get on the field and join the team. Be in the game as imperfect as you game may be. Starting a ripple of hope requires taking decisive action today. Remember hope is contagious. Once you start the process, the real pleasure will come as you watch it go viral.

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