

# CONTENTS >

<i>Preface</i>	00
<i>Introduction: The bounce cycle</i>	00
<b>PART I: The bounce principles</b>	<b>00</b>
1: Principle 1: Crisis creates opportunity	00
2: Principle 2: Proximity is power	00
3: Principle 3: Leveraging positivity to fuel success	00
4: Principle 4: Bounce forward not back	00
<b>PART II: The 12-day challenge</b>	<b>00</b>
5: The 12-day crisis turn-around challenge	00
Conclusion: The power of bounce	00
Afterword: The bounce movement	00

Property of Pipeline Design



## INTRODUCTION >

# THE BOUNCE CYCLE

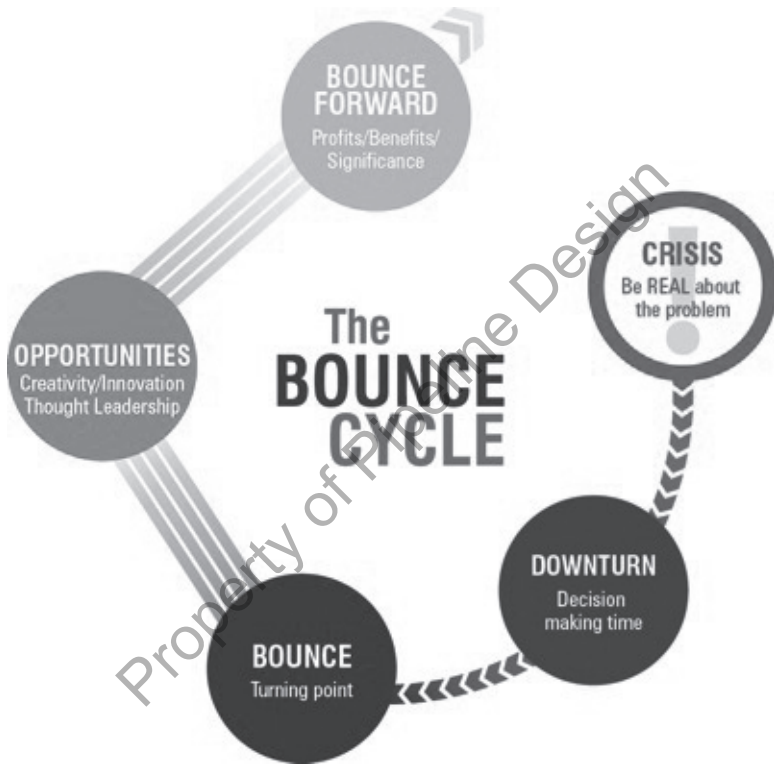
The ancient Greeks had two words for time — *chronos* and *kairos*. *Chronos*, the source of the word ‘chronological’, refers to ordered or sequential time. *Kairos* refers to an indeterminate moment within time when something special happens. It’s an interesting and fine distinction. For most of us, day-to-day life is just the passage of time, but then there are moments, days, weeks, months or even years that stand out as especially significant. This sort of time changes lives.

Change of any sort can be uncomfortable, confronting and painful. For the most part we automatically assume that change is difficult and should be avoided wherever possible. And yet who said that change was bad? Change is like the weather: it’s inevitable and in itself is neither good nor bad — it just is. Rain is good for the farmer who needs it to grow his crop. If, however, you’ve saved all year to take your family to Disney World and it rains every day, then the same condition is far from welcome. Interestingly, *kairos* also means weather in both ancient and modern Greek.

Our attitude to change essentially comes down to who initiates the change or how it is initiated. If change is thrust upon us, then

it is rarely welcomed and seldom viewed optimistically. My kairos moment was most definitely thrust upon me.

I didn't realise it at the time, but I'd entered the Bounce Cycle.



# PART I >

## THE BOUNCE PRINCIPLES

Property of Pipeline Design

Property of Pipeline Design



## Chapter 1 >

# PRINCIPLE 1: CRISIS CREATES OPPORTUNITY

In 1959 John F. Kennedy delivered a speech in which he said, ‘When written in Chinese the word crisis is composed of two characters. One represents danger, and the other represents opportunity.’ Since then this insight has entered popular culture and is widely used in politics and business and by inspirational speakers the world over.

There is no doubt that crisis presents both danger and opportunity, but this much-loved interpretation isn’t actually accurate. A more faithful translation of the two characters that make up the Chinese symbol for crisis would be ‘danger’ and ‘crucial point’. Most people take crisis to involve some sort of personal or professional emergency that must be weathered. It doesn’t.

At least it doesn’t have to. If you look up *crisis* in your dictionary you will find that the definition usually refers to a ‘crucial or decisive moment or turning point’. In fact, the word itself comes from the Greek word *krinein* — to decide. A crisis therefore is a call to action — a situation or event that demands your attention

and forces you to decide how to react and what to choose for yourself going forward.

In 1969 Swiss American psychiatrist and near-death studies pioneer Elisabeth Kübler-Ross wrote a book called *On Death and Dying*. In this book she proposed that everyone faced with the news of their impending death will move through five distinct stages of grief:

- 1 denial
- 2 anger
- 3 bargaining
- 4 depression
- 5 acceptance.

Events, situations and circumstances do not in themselves create crisis. What creates the danger that is inherent in crisis is an unwillingness to face the truth and take constructive action to change the outcome.

---

There is one thing that we all must do. If we do everything else but that one thing, we are lost. And if we do nothing else but that one thing, we will have lived a glorious life.

— Rumi

---

## 1 Connect to your why

As I mentioned in the introduction, I genuinely believe my accident was a blessing for me because it forced me to realign my purpose by looking at my life and what was *really* important. I got my half-time opportunity long before mid life and I consider myself extremely fortunate for that alone. Crisis is tough.

As I said earlier, I was aware of my entire life up to that point, how



one thing led to another and how connected everything was. Then suddenly the tape stopped and three questions came into clear focus:

- Was I PASSIONATE?
- Was I PRODUCTIVE?
- Was I MAKING A DIFFERENCE?

I remember feeling totally lost and utterly alone, despite knowing that there was a crowd of people around me willing me to survive. I didn't realise it at the time but I was coming face to face with my why.



### **Start bouncing:**

#### The car crash test

Although this may sound a little morbid, take a moment to imagine that tomorrow you jump in your car and on the way to your destination you are involved in an accident. You can hear the sirens approaching and you have a few moments to review your life.

You don't understand what happened and you're not 100 per cent sure you are going to be okay. What do you think about first? Who shows up in your thoughts? What do you most regret not doing? What do you regret doing? What makes you smile? What makes you cringe?

If, by a miracle, fate allows you another chance, what would you change? Write down five things you would change and why?

## **2 Think impossible thoughts**

Albert Einstein famously said, 'The significant problems we face

cannot be solved at the same level of thinking we were at when we created them.’ This is pretty logical and yet often when we find Albert Einstein famously said, ‘The significant problems we face cannot be solved at the same level of thinking we were at when we created them.’ This is pretty logical and yet often when we find Albert Einstein famously said, ‘The significant problems we face cannot be solved at the same level of thinking we were at when we created them.’ This is pretty logical and yet often when we find

Albert Einstein famously said, ‘The significant problems we face cannot be solved at the same level of thinking we were at when we created them.’ This is pretty logical and yet often when we find

Below are the three steps that can help you to embrace cognitive disassociation in your own life — personally or professionally.

- 1 Consciously disrupt your focus. The quickest and easiest way to do this is to change your physiology. So do something different and physically move your body — go for a walk or run, or just put on your favourite track and dance about for a few minutes!
- 2 Purposely create a new state that is pleasurable and appealing. Initially you may have to force this new state or pretend you feel confident or excited, but persevere and it will become second nature.
- 3 Stay stimulated in your new state. Find ways to stay connected and motivated in this new state.



## Start bouncing:

### Amplify the frustration

When you find yourself frustrated or you feel like a problem is looming or you are just annoyed that something didn't happen, use the following thought process to amplify the irritations and turn them into mental crisis. That way you are energised to deal with the situation and you can bounce forward from it.

- 1 Highlight and focus on the frustration/problem/annoyance.
- 2 Feel how much it upsets you, how angry you get.
- 3 Imagine how you would feel if it was resolved.
- 4 Stop procrastinating and TAKE ACTION — short-term pain for long-term gain.

To bounce forward stronger and better you must learn the five steps of F.O.C.U.S. to ensure that crisis creates opportunity. When crisis comes knocking at your door, F.O.C.U.S. so you can begin a positive turnaround.

- *Futuristic.* Be inspired by strong vision and purpose. Concern yourself only with positive possibilities for the future.
- *Optimistic.* Visualise and expect the best result or outcome all the time. Attitude is everything.
- *Communication.* Effective and efficient communication will always ease the change process. Be honest, be open and be kind to others.
- *Unity.* There must be uniformity and commitment. Everyone *must* be on board and committed to finding a positive outcome.

- *Strategic.* Be strategic in your approach and seek to maximise every opportunity, no matter how obscure or unlikely.

The final component you will need to master to increase your optimism levels is personalisation. Seligman found there are essentially two choices: you can either internalise the blame or externalise the blame.

Table 4.1: Reactive vs proactive innovation

<b>Innovation through bouncing back</b>	<b>Innovation through bouncing forward</b>
Strategising to return to how things used to be — irresponsible and will most likely have a negative impact	Strategising by learning from the past but looking forward to create something better — smart business practice
Optimistic for sales to return to how they were — optimism is good; doing the same thing and expecting different results is not	Optimistic to create new practices for sales to be better than they were — forward thinking and activating optimism to make it work for you
Focusing on previous wins to imitate	Learning from and building on what worked, then growing into something better

## SUMMARY >>>

- Find the clutter.
  - Clear it out and create space to think.
  - Keep the clutter out.
- 

Once you have exhausted all the issues and written everything you can about the crisis, go back through the list to PROVE your statements. Use the acronym to identify fact from fiction using the following codes:

**P** = Personal prejudice

**R** = Rumour

**O** = Outdated guess or assumption

**V** = Verifiable fact

**E** = Extra data needed/unknown

If you feel that your business is suffering because of a weak economy you may end up with the following list.

- 1 Sales are down 17% on the same time last year. (V)
- 2 John and Susan's sales figures are responsible for 80% of the drop. (V)
- 3 John's just got married and his wife is expecting this is why his performance has dropped. (V/O/E)
- 4 Susan is thinking of leaving anyway. (R)

---

## THE BIG PICTURE

# People power

It was Harry F. Harlow, professor of psychology at the University of Wisconsin, who first raised questions about human motivation in the 1940s. He and his colleagues discovered that monkeys would solve puzzles without reward or threat of punishment. Clearly, solving puzzles did not impact on the monkey's survival so something else was happening. Harlow suggested that there must be another motivating drive through which the completion of those tasks was reward itself.

Harlow's insights had a direct influence on the work of MIT management professor Douglas McGregor and also Abraham Maslow, a student of Harlow's, who famously went on to develop Maslow's hierarchy of needs. In the 1970s Edward Deci, along with Richard Ryan, developed self-determination theory (SDT), which sought to explain the third motivational drive hinted at by Harlow in the 1940s. Deci and Ryan believed that motivation comes from our human need for:

---



## Chapter 3 >

# PRINCIPLE 3: LEVERAGING POSITIVITY TO FUEL SUCCESS

In 1959 John F. Kennedy delivered a speech in which he said, ‘When written in Chinese the word crisis is composed of two characters. One represents danger, and the other represents opportunity.’ Since then this insight has entered popular culture and is widely used in politics and business and by inspirational speakers the world over.

There is no doubt that crisis presents both danger and opportunity, but this much-loved interpretation isn’t actually accurate. A more faithful translation of the two characters that make up the Chinese symbol for crisis would be ‘danger’ and ‘crucial point’. Most people take crisis to involve some sort of personal or professional emergency that must be weathered. It doesn’t.

At least it doesn’t have to. If you look up *crisis* in your dictionary you will find that the definition usually refers to a ‘crucial or decisive moment or turning point’. In fact, the word itself comes from the Greek word *krinein* — to decide. A crisis therefore is a call to action — a situation or event that demands your attention



## Chapter 2 >

# PRINCIPLE 2: PROXIMITY IS POWER

In 1959 John F. Kennedy delivered a speech in which he said, ‘When written in Chinese the word crisis is composed of two characters. One represents danger, and the other represents opportunity.’ Since then this insight has entered popular culture and is widely used in politics and business and by inspirational speakers the world over.

There is no doubt that crisis presents both danger and opportunity, but this much-loved interpretation isn’t actually accurate. A more faithful translation of the two characters that make up the Chinese symbol for crisis would be ‘danger’ and ‘crucial point’. Most people take crisis to involve some sort of personal or professional emergency that must be weathered. It doesn’t.

At least it doesn’t have to. If you look up *crisis* in your dictionary you will find that the definition usually refers to a ‘crucial or decisive moment or turning point’. In fact, the word itself comes from the Greek word *krinein* — to decide. A crisis therefore is a call to action — a situation or event that demands your attention



# **PART II**

THE 12-DAY  
CHALLENGE

Property of Pipeline Design