

PEOPLE
STUFF

The image features the words "PEOPLE" and "STUFF" in a large, bold, black, sans-serif font. The text is centered on a white background. Numerous small, simple stick figures are integrated with the letters. Some figures are positioned on top of the letters, while others are inside the letter shapes. For example, two figures are inside the 'O' of "PEOPLE", and several are positioned around the 'S' and 'T' of "STUFF". The figures are drawn with simple lines, having circular heads with three radiating lines for hair or movement, and rectangular bodies with thin limbs. The overall effect is a playful and human-centric graphic design.



PEOPLE STUFF

The title 'PEOPLE STUFF' is rendered in large, bold, dark grey capital letters. The word 'PEOPLE' is on the top line and 'STUFF' is on the bottom line. Numerous small, simple stick figures are integrated with the letters. Some figures are perched on top of letters (e.g., the 'P', 'O', 'L', 'E'), some are inside letters (e.g., the 'O'), and others are standing on the baseline or between letters. The figures have simple round heads with three radiating lines for hair, and their bodies are composed of horizontal and vertical lines. They are in various poses, some with arms raised, suggesting a playful and human-centric theme.

BEYOND PERSONALITY PROBLEMS

An Advanced Handbook for Leadership

ZOË ROUTH

First published by Inner Compass Australia in July 2020

Copyright © Zoë Routh 2020

Zoë Routh asserts the moral right to be identified as the author of *People Stuff* and all associated products.

ISBN 978-0-9944119-9-0 Paperback

ISBN 978-0-6488773-0-1 Epub ebook

ISBN 978-0-6488773-1-8 Kindle ebook

Subjects: Leadership, Workplace Culture, Management, Human Resources
& Personnel Management

All rights reserved. Except as permitted under the Australian Copyright Act 1968 (for example, a fair dealing for the purposes of study, research, criticism or review), no part of this publication may be reproduced, stored in a retrieval system, communicated or transmitted in any form or by any means, mechanical, electronic, photocopying, recording or otherwise, without the prior written permission of the Publisher.

Cover art and all illustrations by Lynne Cazaly – lynnecazaly.com

Author photograph by Paul Chapman – modeimagery.com.au

Typesetting, book design and printing – simplypublishing.com.au

For more information about the author

Zoë Routh

Email: zoe@innercompass.com.au

www.zoerouth.com

Disclaimer

This book is intended to give general information only. The material herein does not represent professional advice. The author expressly disclaims all liability to any person arising directly or indirectly from the use of, or for any errors or omissions, the information in this book. The adoption and application of the information in this book is at the reader's discretion and is his or her sole responsibility.

Table of Contents

Figure 1: Model of the practice of perspective	2
Figure 2: Life in 24 hour chunks	2
Figure 3: Days used in an 80 year old life	3
Figure 4: 100 year chunks in the A.D. era	4
Figure 5: Australian Aboriginal history in 2000 year chunks	5
Figure 6: Australian Aboriginal history compared with modern human history	6
Figure 7: The dynamics in the system of the Happy Pants Company	7
Figure 8: Sample scenario planning	8
Figure 9: Problem tree for Frank and Karen	9
Figure 10: The Five Archetypes	10
Figure 11: Shadows of the five main archetypes	11
Figure 12: The Four Devils	12
Resources for leaders	13
Appendices	17

Figure 1: Model of the practice of perspective

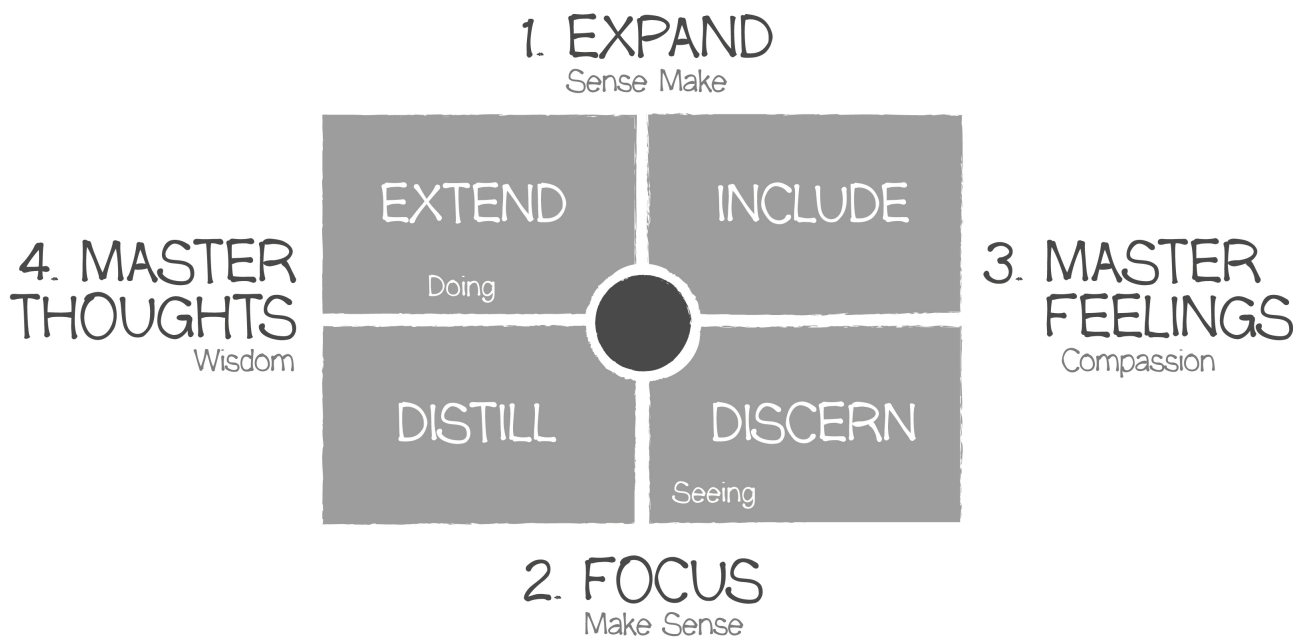


Figure 2: Life in 24 hour chunks

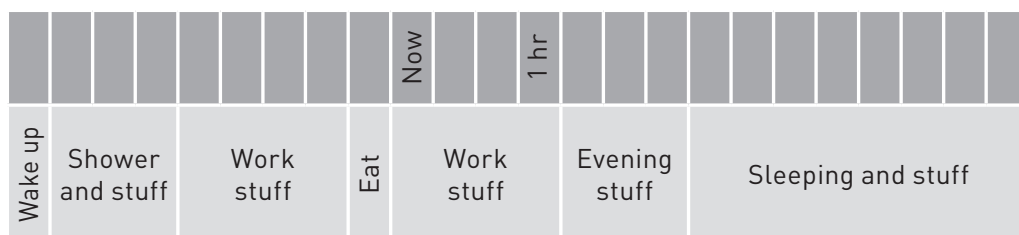


Figure 3: Days used in an 80 year old life

[illegible]

Figure 4: 100 year chunks in the A.D. era

100 BC	44 B.C. Julius Caesar killed
0 A.D.	J.C. born
	100 years
899	Alfred the Great dies
1440	Printing press invented
1900	Zoë's knowledge of family tree
2000	
2100	

Figure 5: Australian Aboriginal history in 2000 year chunks

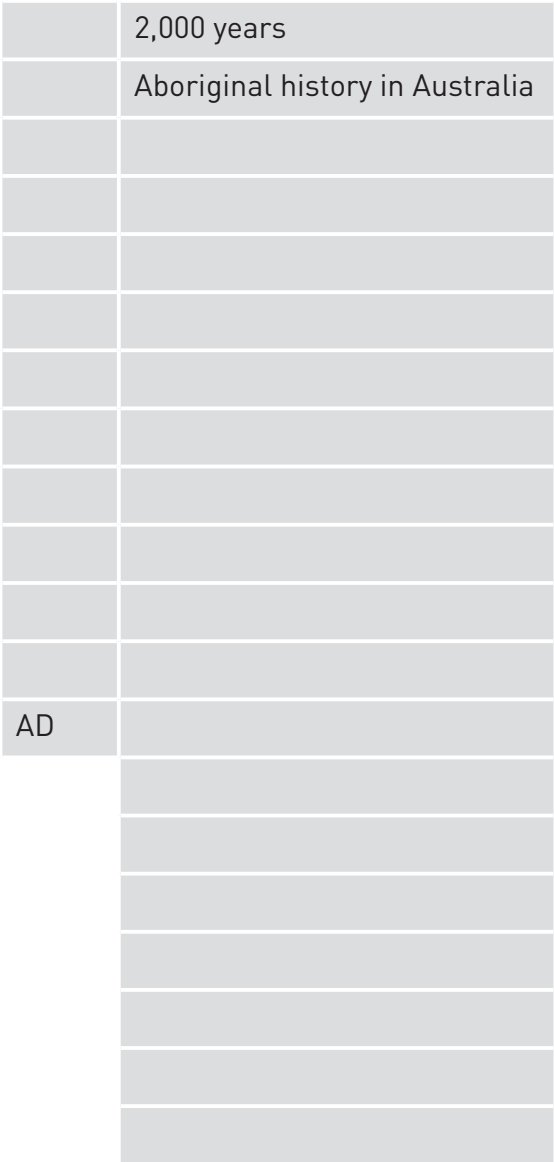


Figure 6: Australian Aboriginal history compared with modern human history

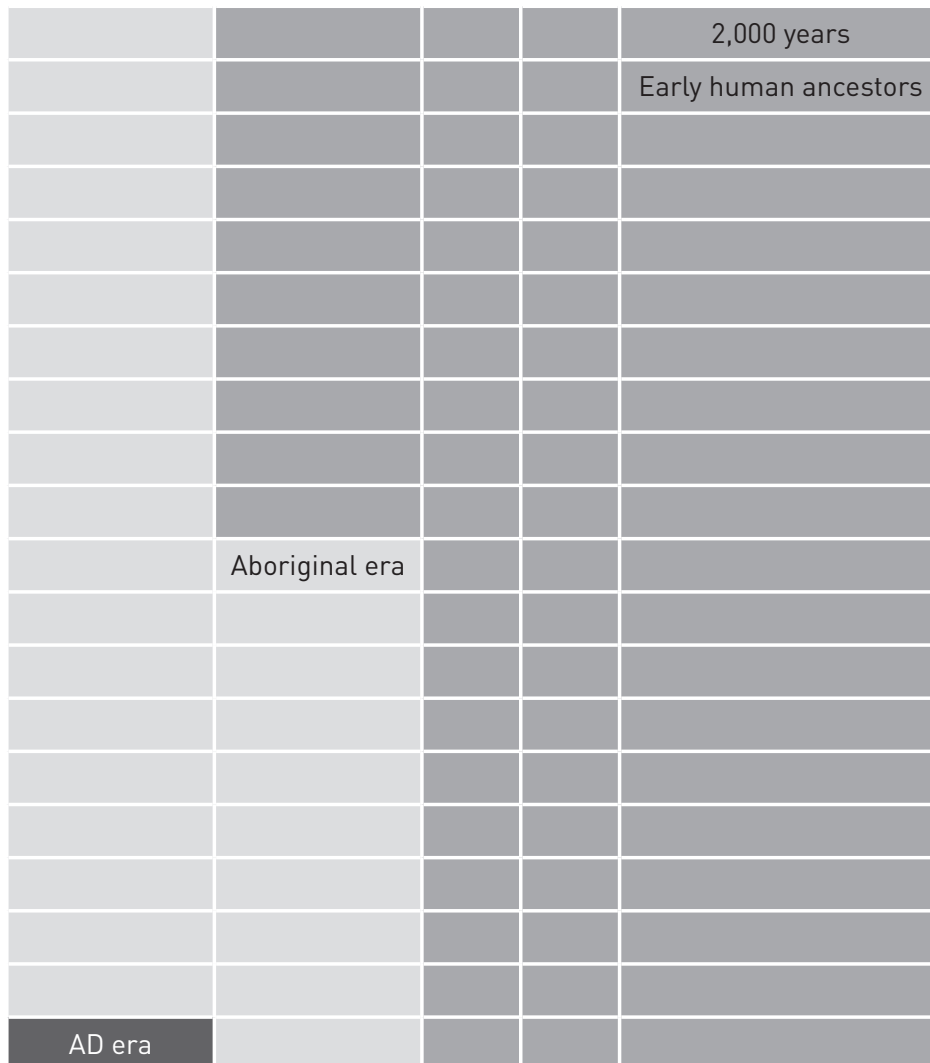


Figure 7: The dynamics in the system of the Happy Pants Company

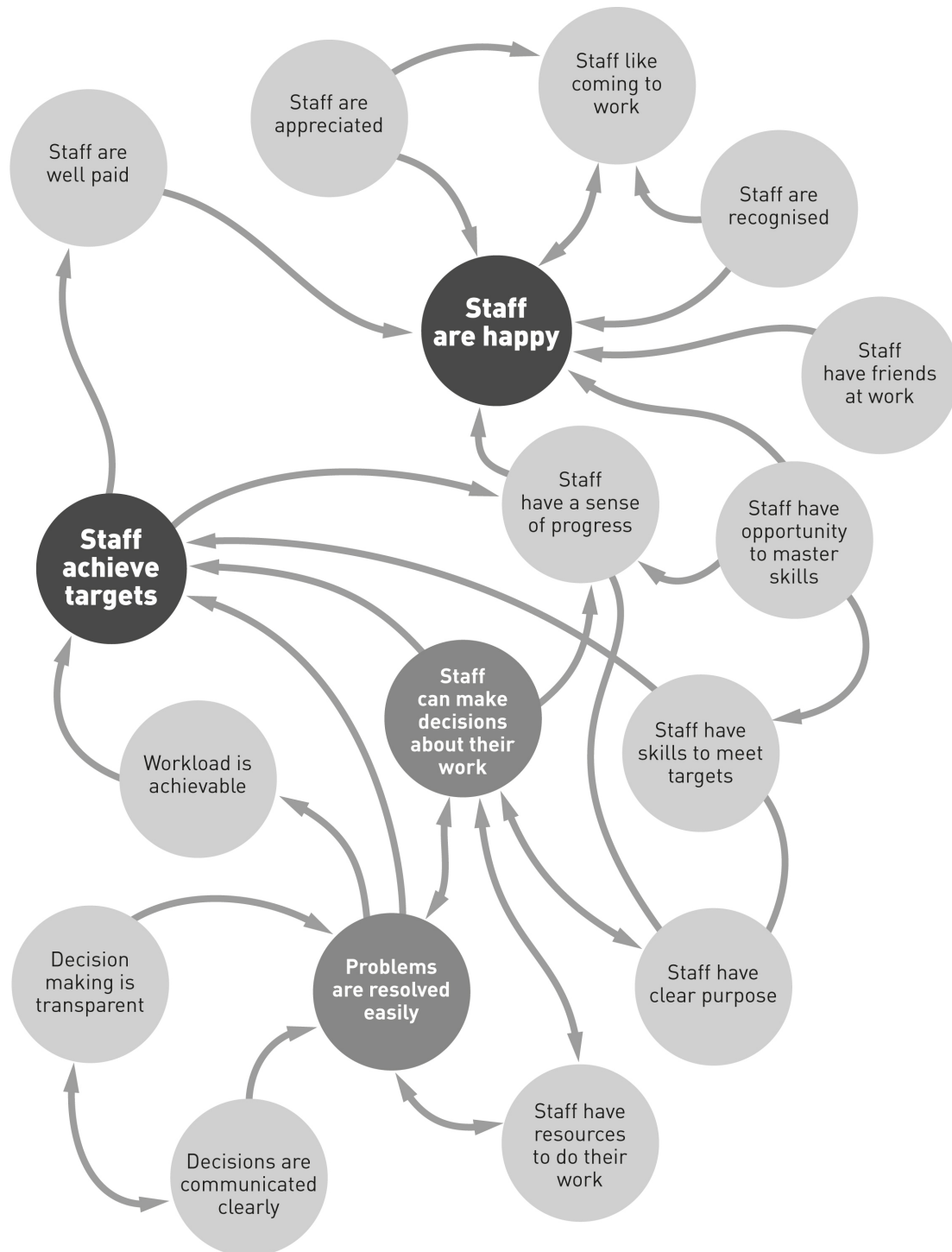


Figure 8: Sample scenario planning

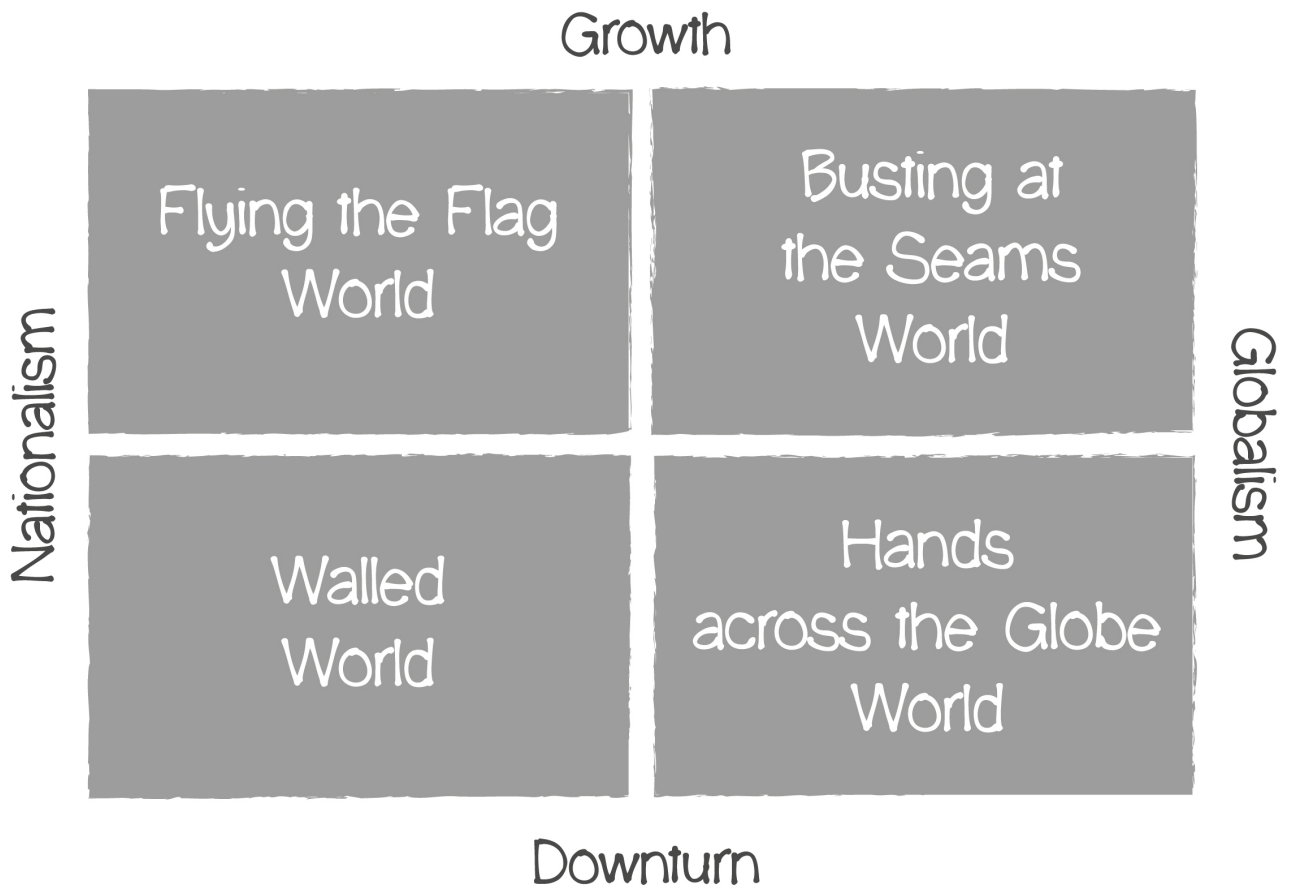


Figure 9: Problem tree for Frank and Karen

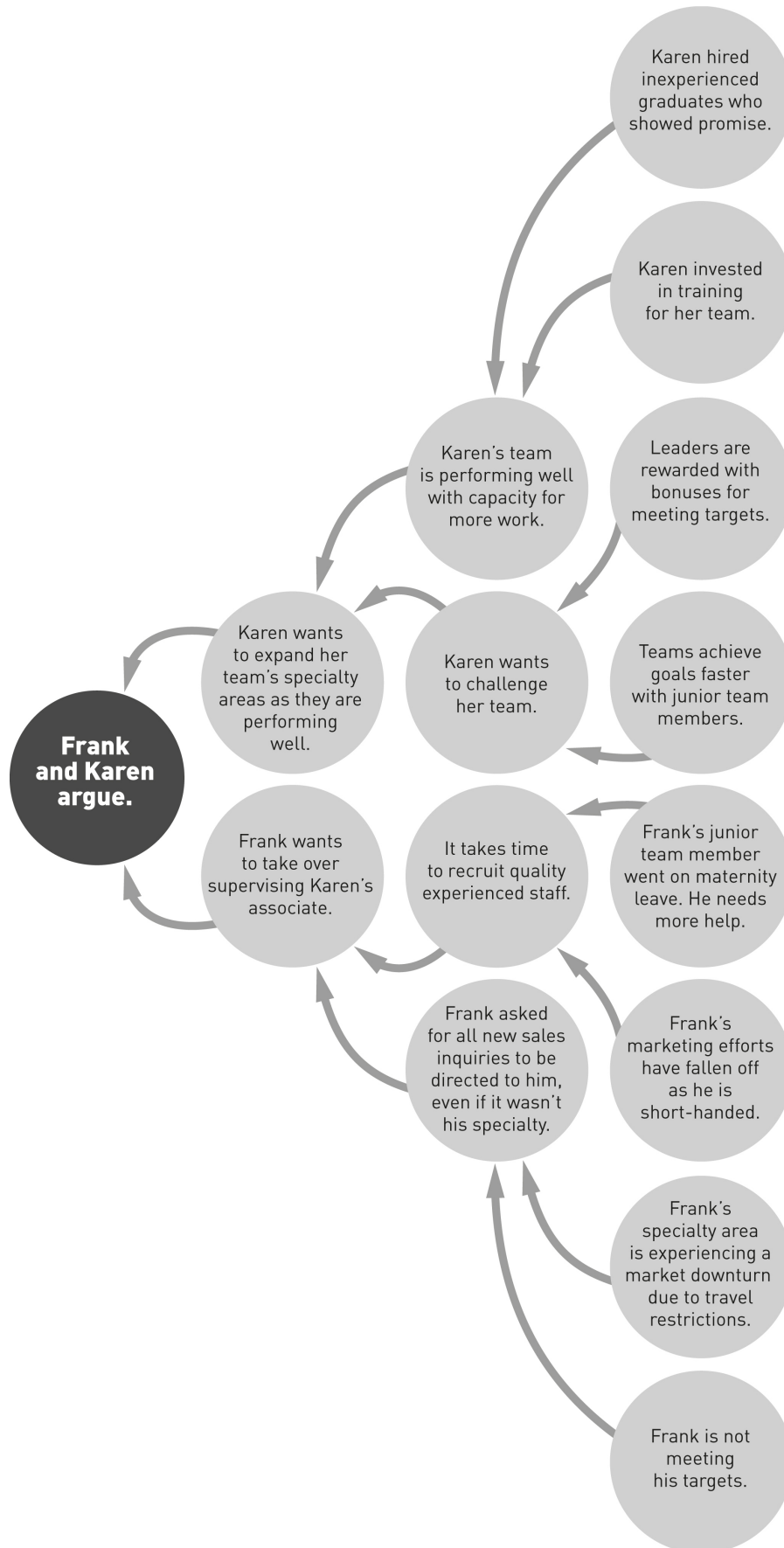


Figure 10: The Five Archetypes

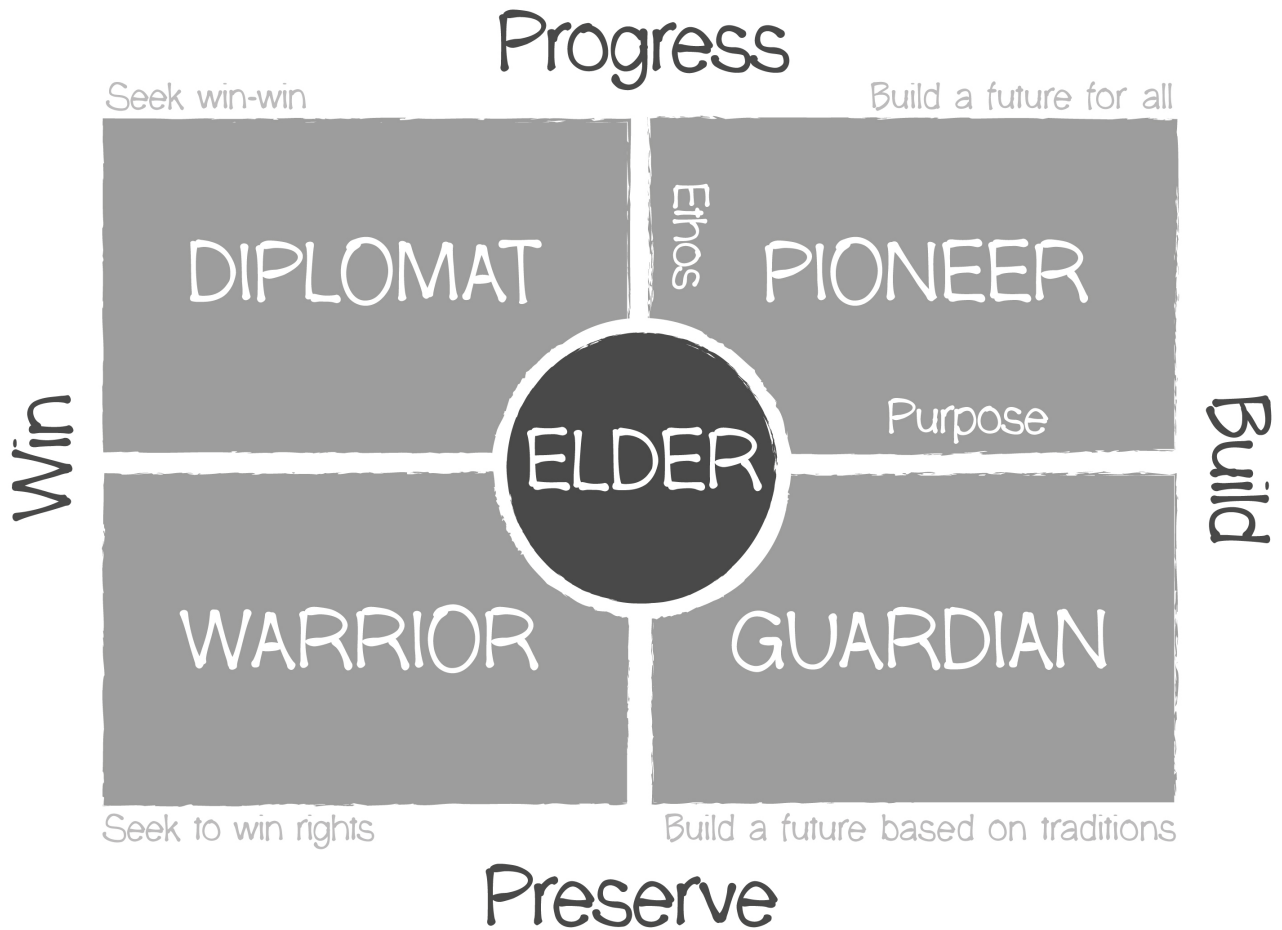


Figure 11: Shadows of the five main archetypes

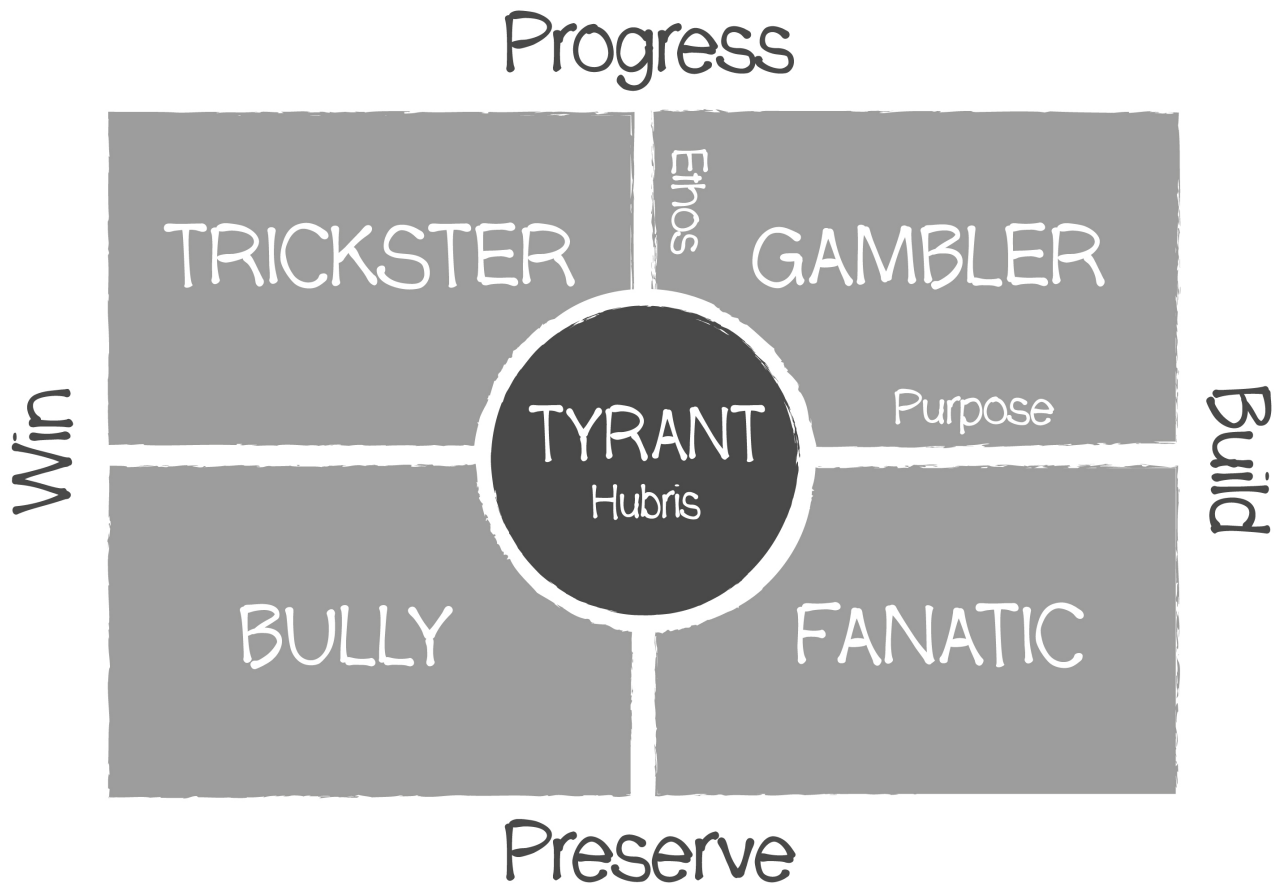
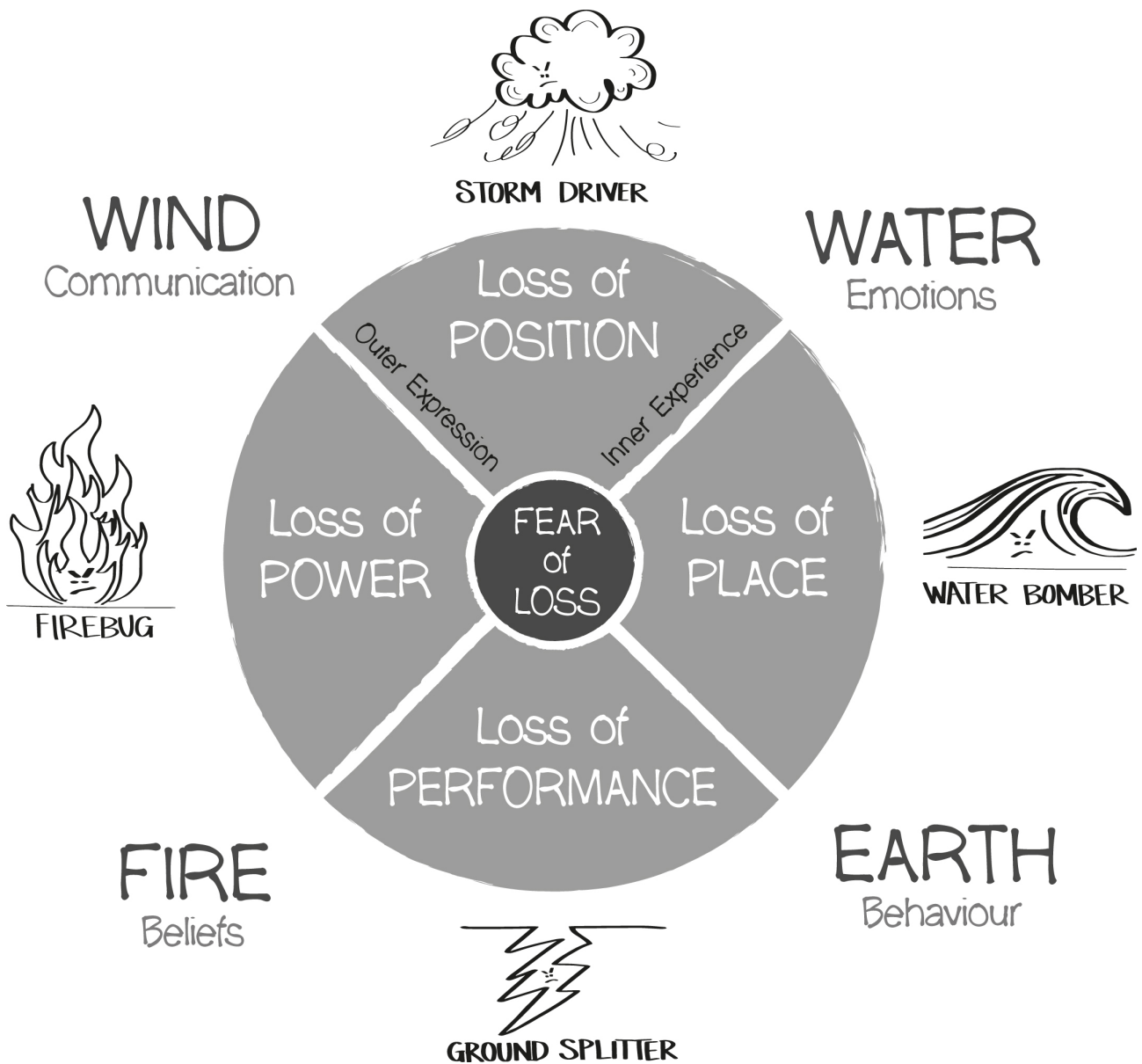


Figure 12: The Four Devils



Resources for leaders

Bibliography

Beck, D., and Gowan, C., 2005. *Spiral Dynamics: Mastering values, leadership, and change*. Malden: Blackwell; Reprint edition.

Bloom, P., 2016. *Against Empathy - The Case for Rational Compassion*. London: Bodley Head.

Breuning, L.G., 2016. *Habits of a Happy Brain: Retrain Your Brain To Boost Your Serotonin, Dopamine, Oxytocin & Endorphin levels*. Avon, Massachusetts: Adams Media.

Brown, B., 2005. *Rising Strong*. London: Vermilion.

Campbell, J., 2008. *The Hero with a Thousand Faces (The Collected Works of Joseph Campbell)*. 3rd edition. Novato: New World Library.

Church, M., Stein, S., and Henderson, M., 2011. *Thought Leaders: How to capture, package, and deliver your ideas for greater commercial success*. Auckland: HarperCollins Publishers.

Damiano, S., 2014. *Leadership is Upside Down: The i4 Neuroleadership Revolution*. Neutral Bay Junction: About My Brain.

Ford, D., 2002. *The Secret of the Shadow: The Power of Owning Your Whole Story*. New York: HarperCollins.

Fosslien, L., West Duffy, M., 2019. *No Hard Feelings- The Secret Power of Harnessing Emotions At Work*. New York: Penguin Random House.

Frankl, V., 1959 (2004). *Man's Search for Meaning*. London: Rider, Ebury Publishing.

Gladwell, M., 2005. *Blink – The Power of Thinking Without Thinking*. London, Penguin.

Goleman D., 2006. *Social Intelligence: The New Science of Human Relationships*. New York: Hutchinson. pp 68-72

Goyette, K., 2019. *The Non Obvious Guide to Emotional Intelligence (You can actually use)*. USA: The Idea Press.

Kahneman, D., 2011. *Thinking, Fast and Slow*. London, Penguin.

Keltner, D., 2016. *The Power Paradox: How We Gain and Lose Influence*. USA: Penguin Random House.

People Stuff

- Murdock, M., 1998. *The Heroine's Journey: Woman's Quest for Wholeness*. Boston: Shambhala.
- Nye, J., 2005. *Soft Power - The Means to Success in World Politics*. New York: Public Affairs, first edition.
- Pearson, C., 1991. *Awakening the Heroes Within: Twelve Archetypes to Help Us Find Ourselves and Transform Our World*. 1st edition. New York: HarperCollins.
- Pink, D., 2009. *Drive – The surprising truth about what motivates us*. Edinburgh: Canongate.
- Robinson, M., 2012. *Everyone Matters: A Memoir*. London: Hodder & Stoughton.
- Robson, D., 2019. *The Intelligence Trap: Why Smart People Make Stupid Mistakes - and How to Make Wiser Decisions*. London: Hodder & Stoughton.
- Rock, D., 2009. *Your Brain At Work: Strategies for overcoming distraction, regaining focus, and working smarter all day long*. Pymble, Australia: HarperCollins.
- Routh, Z., 2015. *Composure - How centered leaders make the biggest impact*. Canberra: Inner Compass Australia Pty Ltd.
- Routh, Z., 2016. *Moments – Leadership when it matters most*. Canberra: Inner Compass Australia Pty Ltd.
- Routh, Z., 2018. *Loyalty - Stop unwanted staff turnover, boost engagement, and create lifelong advocates*. Canberra: Inner Compass Australia Pty Ltd.
- Torbert, B. and associates, 2004. *Action Inquiry: The Secret of Timely and Transforming Leadership*. San Francisco: Berrett-Koehler Publishers, Inc.
- Trimboli, Oscar. 2017. *Deep Listening - Impact Beyond Words*. Sydney: www.oscartrimboli.com.
- Walker, B. and Salt, D. 2012. *Resilience Practice: Building Capacity to Absorb Disturbance and Maintain Function*. Washington: Island Press.
- White, F., 2018. *The Cosma Hypothesis: Implications of the Overview Effect*. Self published.
- Wigglesworth, C., 2014. *SQ 21: The Twenty-One Skills of Spiritual Intelligence*. New York: Select Books.
- Wilber, K., 2011. *The Essential Ken Wilber: An Introductory Reader*. Kindle edition. Boston: Shambhala.
- Willinck, J., 2015, updated 2018. *Extreme Ownership: How U.S. Navy SEALs Lead and Win*. Sydney: Pan Macmillan Australia.

Articles

Sherman, G., 2019. "You don't bring bad news to the cult leader": Inside the fall of WeWork. *Vanity Fair*. Retrieved from <https://www.vanityfair.com/news/2019/11/inside-the-fall-of-wework>

Rothsteing, M., 2017. How Will WeWork Earn its \$20B Valuation? Elementary School. *BISNOW*. Retrieved from <https://www.bisnow.com/new-york/news/office/wework-school-wegrow-young-entrepreneurs-81203>

Podcast Interviews

I interviewed some amazing leaders and experts in the research for this book on my podcast, aptly named, *The Zoë Routh Leadership Podcast*. Some are specifically mentioned in *People Stuff*, or ones that I think are well worth listening to, include the ones listed below. Visit zoerouth.com/podcast-news to search for the ones you wish to listen to.

E152 - How to get your team to operate at full potential with Kerry Goyette

E146 - Uncertainty in Coronavirus: Create a new normal with Barry Pogorel

E145 - Coronavirus: Make a decision today, change it later - with CEO Toni Pergolin

E142 - Secrets to bad culture exposed - with Chris Dyer

E137 - How to be a Strategic Thinker - with Jo Metcalfe

E136 - How to Create Accountability in Direct Reports - with Corrinne Armour

E135 - Culture is everything - reward behaviour AND results - with CEO Craig Dower

E134 - My biggest failure was needing to be right - Marene Allison, CISO Johnson & Johnson

E131 - Be better - Don't hide from it, tackle it! With business owner Rob Evans

E129 - Stop rewarding outputs! Culture tips with bestselling author Josh Levine

E128 - Stop talking about diversity, start talking about SYMPHONY - Oshoke Pamela Abalu

E126 - How to be wise, compassionate and peaceful - Cindy Wigglesworth

E125 - Are you a smart person who makes dumb mistakes? With author David Robson

E122 - You don't need permission to create positive work experiences - with Shawn Murphy

People Stuff

E119 - 7 Values of Metamodern Leadership we need now - with James Surwillo

E118 - Diversity is difference, and difference is an asset - with Christina Ryan

E115 - One company, no B.S. - insights from Atlassian Team Coach Bernie Ferguson

E114 - We're all the same and a little bit different - Yenn Purkis, speaker author, Autism advocate, non binary gender person

E113 - Diversity and inclusion - How we do it at GHD, interview with Rory Waddell

Appendices

Appendix A: Trust in public life

Ketchell, M. (2018, December 5). *Australians' trust in politicians and democracy hits an all-time low: new research*. Retrieved from <https://theconversation.com/australians-trust-in-politicians-and-democracy-hits-an-all-time-low-new-research-108161>

"Just 31% of the population trust federal government. State and local governments perform little better, with just over a third of people trusting them. Ministers and MPs (whether federal or state) rate at just 21%, while more than 60% of Australians believe the honesty and integrity of politicians is very low.

The three biggest grievances people have with politicians are:

- They are not accountable for broken promises
- They don't deal with the issues that really matter
- Big business has too much power (Liberal and National Party voters identify trade unions instead of big business).

The continued decline of political trust has also contaminated public confidence in other key political institutions. Only five rate above 50% – police, military, civic well-being organisations (such as Headspace or community services), universities and healthcare institutions.

Trust was lowest in political parties (16%) and web-based media (20%). Trust in banks and web-based media has significantly decreased since the last survey. This reflects the impact of the banking royal commission and the Facebook-Cambridge Analytica data scandal."

Hanrahan, Catherine. (27 Nov 2019) *Australia Talks: The most and least trusted professions revealed*. Retrieved from <https://www.abc.net.au/news/2019-11-27/the-professions-australians-trust-the-most/11725448>

"Celebrities are trusted by just 8 per cent of Australians. Doctors and nurses, on the other hand, top the list, trusted by 97 per cent of us.

Scientists were the second-most trusted group (93 per cent), followed by police and law enforcement (84 per cent)."

Workplace Bullying and Violence, Safe Work Australia, retrieved from <https://www.safeworkaustralia.gov.au/doc/infographic-workplace-bullying-and-violence>

People Stuff

- One in three women who claim for a mental disorder stated it involved harassment or bullying
- One in five men who claim for a mental disorder stated it involved harassment or bullying
- Workers who report being sworn or yelled at in the workplace: 37%
- Workers who experienced unfair treatment due to gender: 11%
- Almost 20% of workers say they have experienced discomfort due to sexual humour
- Workers who report being physically assaulted or threatened by patients or clients: 22%
- Mental disorder claims that are caused by harassment, bullying or exposure to violence: 39%
- Mental stress claims as a result from exposure to occupational violence: 15%
- Mental stress claims made by workers aged 20-27 years were from exposure to workplace violence: 26%
- Mental stress claims made by workers under 20 years were from exposure to workplace violence: 31%