

Performing

under

pressure



**A 21 day mini
programme for
everyone**

What if pressure is the opportunity?

This mini programme consists of 21 lessons with ideas and exercises. It is designed to help you fundamentally shift performance while being under pressure. It's not only about coping but rather living well while lifting yourself, your relationships and your business.

The programme is based on the experiences and insights I have gained from being under immense pressure over 14 years after I was stabbed, partially paralysed and had my life completely altered. Today I have a 35% reduction in mobility, giving me a lot of daily work to manage pain, general health, and infrastructure, while aiming to live a truly meaningful life. While, I've felt like giving up many times, I've managed to turn it all around, both personally and professionally *and so can you*. I hope these lessons will serve you as they have served me. Good luck.



Sincerely
Jakob Møller Beck

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Leading myself

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How to use this programme?

21 days – build, build, build

This programme is 21 days long to symbolise how long it takes to build a habit. You can do a lesson each day, but you might also set a few days aside for each exercise. Just make sure you do something every day. Follow the programme and results will come.



A little action is better than no action

We often cancel on our goals – like physical exercise – because we get too ambitious and give up half way. Know, that it's better to spend 5 minutes taking action than none at all. Try to follow this advice.



Make it simple

Often we tend to want to figure everything out before we can take action. When you do the exercises – just write down what comes to you now, don't strain yourself. Learning happens best if we are at ease.



Decide first, then learn

As adults we learn most often when we move out of the comfort zone and make friends with the discomfort of being incompetent. Thus, you'll find it helpful to make a commitment to learning no matter how you feel during the process. Over time you will build confidence.



Create community

Learning together is one of the most encouraging activities we can do as human beings. I encourage you to find other people who you can enrol in this 21 lesson journey. Make it fun, share and seek the support you need.



Support a friend

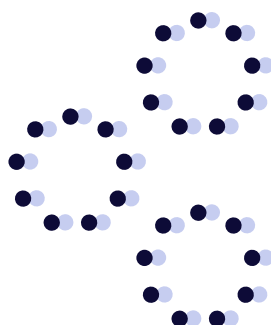
Perhaps you know someone who can benefit from the lessons in this programme. Share it with them, and find ways to support them as they learn and grow from lesson to lesson. A check-in once every 1-3 days is a big gift for many.



Lesson 1: Starting strong

What I have learned

If I get the morning right it makes me feel in command for the rest of the day. The US Navy Admiral William McRaven says “If you want to change the world, start by making your bed”. In general routines can hardly be overestimated. Being methodical about the steps you take in the morning brings calmness, comfort and confidence. I put things in the same place, go through activities in the same order and have been selective about what’s important and what to skip if I don’t have the time that I need. Consider that some action is better than nothing. For example, I meditate every morning but don’t always have the 20-30 min, in which case I just sit for 5 - 10 min. Figure out your morning routine and how you might adjust if you need to.



Three things that saved me

- 1. Getting ready for the morning in the evening.**
Being able to be on auto-pilot in the morning is a life-saver
- 2. Writing down 3 good things** (small and big) from the day before that made me happy and grateful
- 3. Activating the body in the morning with a bit of high intensity exercise.** From 50 push-ups to a complete work-out. Even 5 min of high-intensity can make a huge difference

Exercise: My morning routine

What needs to happen in the morning for you to get started strong? What do you need to meet up for life and work well prepared, with high physical and emotional energy? What’s does a simple but healthy breakfast look like? (I create veggie-smoothies and/or eat nuts and eggs, and coffee with coconut oil.) Do you lay out your clothes the day before? Should you do a long *and* short version of a morning floor workout? Can you name the key activities to succeed with your day?

A) Write down all activities you currently do or can imagine would be helpful as part of your morning routine. Add their likely sequence and the duration for each activity.

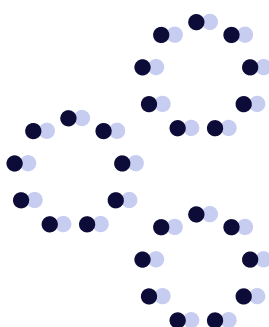
B) What are the top 3-5 things to get done every morning? These should be non-negotiable to you. Equivalent to the notion that you don’t (hopefully) negotiate brushing your teeth.

Sketch out a simple morning routine and figure out when you need to get up.

Lesson 2: Sleep

What I have learned

A good nights sleep is singlehandedly the most important thing to get right in your life. Without good sleep, everything - let me just repeat that EVERYTHING becomes more difficult. Especially learning. Beyond making sure I have a bed that suits me, I have learned the value of what many now consider traditional advice: Don't watch screens at least 1 hour before sleep, make sure your room has the right temperature etc. But since I've had to endure a lot of pain through the years I've also learned, that feeling tugged in (e.g. by an extra duvet or pillow) can help your body relax. Mild exercise (like yin-yoga) 30 min before sleep can help your body relax too. Also, my sleep is much better if I fall asleep no later than at 11pm. Everyone has their own rhythm so figuring out your own is key.



Three things that saved me

1. **Focusing on the sensations of my breath** on my nose, is a strong way for me to become present, relax and fall asleep
2. **Having a simple set of repetitive exercises.** If it takes me more than 45 min to fall asleep I activate the body. E.g. I do slow sumo-squats. In one motion follow my breath in-take to go down in a squat while lifting my arms. As breath goes out, arms go down and I stand up.
3. **Getting an old-school analogue alarm clock**, so I can turn of my mobile phone off 1 hour before I go to bed, and won't get distracted by it as I'm on my way to bed

Exercise: My own sleep strategy

Like most of the other types of exercises, getting good sleep is massively supported by selecting a few things you do, that becomes part of routine that leads to high-quality sleep. It might not be clear what is key for you, so a bit of experimentation can serve you well. Yet, if we sit down and think about it, we often already know a lot about what works.

A) Define all of the pre-sleep and in-bed activities that you know helps you sleep better

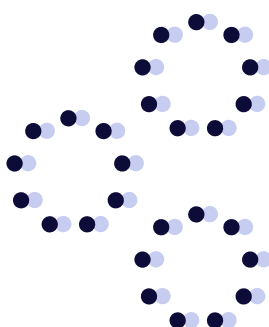
B) Define three actions you can take to ensure high-quality sleep. E.g. no screens 1 hour before. read a novel, take a warm bath or go for a walk. What do you know helps you?

- 1.
- 2.
- 3.

Lesson 3: Body and state

What I have learned

Body and state go together. Being in a good state is the almost physical sensation that you can face your problems, challenges and goals no matter what they demand of you. Reversely, a bad state is typically connected to an emotion of fear, negative thoughts and low energy. The fastest way to shift our state is to move our body. Go for a walk in a brisk tempo, run or do 20 push-ups. Yet, an even more powerful way to shift your state is what performance coach Anthony Robbins calls a Swoosh pattern, where you move your body quickly in a familiar movement while you stand in a power pose and follow up with an empowering belief like “I will find a way to help these people, no matter what it takes” You work with this belief like imagining that it is almost physical, coming up from behind you and overpowering the challenges you face.



Three things that saved me

- 1. Taking breaks can help shift states.** The brain loves a 5 min break every half hour and a 30 min break every two hours.
- 2. If I feel stuck, I try to get moving with something else.** A break might be a shift between tasks, like writing e-mails and then cleaning up the kitchen.
- 3. Being kind.** Sometimes it is really hard to shift out of a limiting state. I never try to force myself, but instead gently look for a healthy way to be kind towards myself, like taking a break, calling a friend or going for a walk

Exercise: My own "Swoosh pattern"

Create your own "Swoosh" pattern and connect it to an empowering belief that is meaningful to you. What belief will support you to take action? What will your movement look like? Practice it while being in a good state and repeat it as many times as you muster. Next time you are feeling overwhelmed, employ the pattern to get you moving and engage with what is in front of you.

A) Describe your power pose / swoosh pattern and the belief you attach.

B) Practice, Practice, Practice

(Remember to be in a good state while you practice)

I've repeated my "Swoosh pattern" x 100 ☐

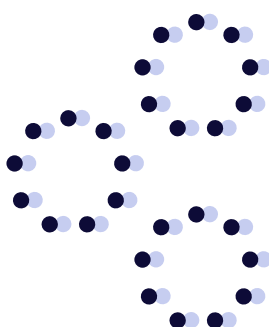
I've repeated my "Swoosh pattern" x 200 ☐

I've repeated my "Swoosh pattern" x 300 ☐

Lesson 4: Confidence

What I have learned

Before I got stabbed, I was extremely active physically. Through my young years I went from elite gymnastics over competitive swimming to athletic running and weights training while in high-school. I got a lot of my confidence from being able to achieve things by use of my body, so when I was suddenly limited to no running and only walking a few hundred meters, it had a huge impact on my confidence. I went from feeling I could take over the world to feeling like nothing. It took me 4 years to acknowledge my new condition. When I started over, I came from a place of I am nothing, know nothing and have no ability. Obviously that wasn't true but it gave me the freedom to hold myself with a beginners mind, start learning again and to acknowledge myself for even small steps. Starting small was perhaps one of the biggest gifts I got, and it helped me build solid confidence.



Three things that saved me

- 1. Being 100% truthful about my state and situation.**
Don't overplay and don't underplay. Get input and feedback from friends to help you figure out the reality of your situation. Look reality in the eye, and accept with kindness
- 2. Start small.** When I started exercising again, I sometimes would go to the public pool only to swim 300 meters. But I did it and it make me feel better
- 3. Attack what brings you fear.** See lesson 5. I've learned that sometimes I need to attack what scares me before the fear grows bigger and out of proportions. Find a way to get started – simplify and execute.

Exercise: Where can I start small?

Look across the goals you have. Get fitter. Get more clients. Find a life-partner. No matter what you want or need, the most important thing is to take action. Massive action. Confidence builds through experience and repetitions. Starting though, and creating micro successes is the most important step, so get started with something small now.

A) Define something you would like to succeed with.

You might get feedback from a few friends about how to start small. Really challenge yourself to find things that are so small that you can make progression and define it as done each day.

E.g. want to start running? Go for a one-mile walk today, then add a mile every 3 days and start with a 2 mile run once you are walking 10.

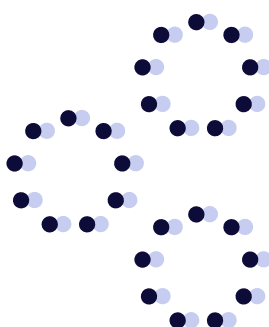
B) Define three small actions to help you start now and create micro-success on you goal. What can you start with now?

- 1.
- 2.
- 3.

Lesson 5: Dealing with fear

What I have learned

Fear is extremely irrational. The things I've feared the most have never been the things that have caused me the greatest challenges. We have a tendency to be biased towards certain types of fear and have preferred ways of dealing with it. Some might fear the feeling of being trapped, other people not having the support they need and yet others fear not feeling free. Investigating fear and finding ways to walk through fear to make things happen, can be a powerful way to transform what we believe is possible. I have learned, that dealing with fear is the basis for getting the life I want.



Three things that saved me

1. **Stop telling myself stories that make me feel scared.** We make up stories to prepare ourselves for how to deal with the future. It's smarter to tell an empowering story than one that scares you
2. **Discovering when I start to feel fearful** and then disrupting the pattern physically (see lesson 3)
3. **Finding comfort in taking action.** I often don't know what is the right way to solve something, but talking action brings comfort. Sometime just asking for help is taking action

Exercise: Fear setting

Fear-setting is a powerful way to expand your comfort zone, while building confidence, and solving problems. I learned this from Tim Ferris. Often we feel paralyzed when fear sets in, but minimizing fear is often related to taking actual action with regards to our problems. Fear-setting is the same as goal-setting, except you set a goal focusing on what you fear taking action on. Scared to call that potential client, putting out that article or saying no to a colleague, that's your goal

A) Identify different areas that cause fear, where it would make a difference if you took action

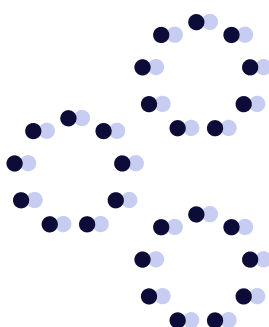
B) Set three goals to help you progress in one of the areas that cause fear for you. Choose three simple goals related to the same area, that you know you could achieve if you just got started.

- 1.
- 2.
- 3.

Lesson 6: Daily shape

What I have learned

Not all days look the same. Some days I am full of energy and everything goes like I planned. Other days nothing works. I am very conscious of this. If I beat myself up on the days when my daily shape is shitty, I feel bad about myself, and am bound to make unwise choices. Like staying up too late on that same night, eating poorly etc. Personally one of the biggest challenges is when I am not feeling productive and I get stressed out about it. The psychologist Brené Brown has shared a strategy she uses with her husband. When they come home after work, they each share their respective personal "battery levels". Combined they need to have a battery level of 100% to continue according to plan. So if one says I'm at 80% and the other says I'm at 20% they are fine. But if they are under 100% combined, they'll change their plans to accommodate the situation. On an individual level we should also be willing to adjust our plans according to our battery level. Be aware though of whether a low personal battery level is a pattern issue or a daily shape issue.



Three things that saved me

- 1. Being overly disciplined with to-do lists – especially on tough days.** I define the top three things that **MUST** happen today to make sure I focus my energy. I force myself to define everything else as a nice to have
- 2. Taking naps.** Churchill napped for 1-1,5 hour every day throughout the war. I keep reminding myself of this.
- 3. Taking a day off - for real!** Once in a while I'm so not on my game that before lunch - at the latest - I take the rest of day off. Then relax completely and be ready for the next day.

Exercise: My daily shape strategies

If you know the different patterns of your daily shape you can deploy strategies to get the most out of any given day. What are the cues? E.g. on a day, when you just won't be able to deeply concentrate or do creative work. Try to be specific about what it feels and looks like on a good, mediocre and bad day. Then look at strategies to handle difficult days. A strategy might be taking naps, brisk walks, a variance in tasks or calling a friend to help shift perspective. Everyone's different. Find your way.

A) Define the characteristics of your daily shape on a middle and bad day. Be specific

Middle days:

Bad days:

B) Define a simple strategy for each type of day. How will you support yourself to get the most out of a middle or bad day?

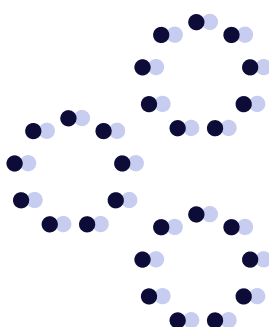
Middle days:

Bad days:

Lesson 7: Control

What I have learned

Uhhh. Control is a b**ch. On one hand, it's great to have a feeling of being in control. From a positive perspective, a feeling of control makes us confident to take action on all sorts of things in life. On the other hand the need for control is like clinging to our comfort zone - paralyzing us. I've found that when I'm curious about my need for control, I discover areas that are important to me, but where I don't have freedom to create the life I long for. It shows up in relationships – personal and professional. When I find ways to let go of control I listen more, doors open and I actually get more of what I need. When I let go of control my relationships deepen. Relationships that have run their course die and new ones flower. I find that, on the other side of control life gives us everything we need. But *trying* to let go, is also a form of control. Letting go of control - truly - is surrendering. Listening with real curiosity, not for what we think we want, but for what life is actually offering to us. When we are under pressure, letting go of control feels really scary, but it might be what saves you.



Three things that saved me

1. **Noticing fear and then finding ways to take action without feeling in control first.** I sense fear through my breathing. Then I know I need to take action, no matter how difficult I make it out to be.
2. **Asking myself “What is the worst that can happen?”** And reminding myself that what we regret most in life, is not where we took action, but where we didn't
3. **Asking myself what I can let go of.** I create ideas about how things should be – but it's just an idea

Exercise: How control has limited AND served me

Making sure that *you* are in the driver's seat and not your controlling ego is critical. First you need to identify where control plays an unproportionally large role in your life. By focusing on a single area you'll acknowledge both how control has served you, and how it has kept you from creating the life you want. This will initiate the process of letting go. Now, choose one area where control has caused you problems.

A) In your chosen area, find three ways that keeping control has *actually* served you – at least in the short term or in the past.

B) In your chosen area, find three ways that control has kept you from achieving what you truly long for in the long run?

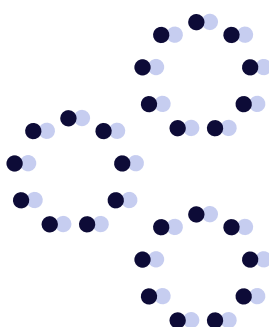
C) Then ask; how can I let go of control and surrender to whatever will happen, in this area?

Lesson 8: Loss

What I have learned

Loss is a natural part of life. But somehow we don't treat it as something natural. As we grow older we eventually lose mental and physical abilities and we will all lose people we love throughout our life. Most if not all, will try to be dumped by an employer, friend or romantic partner. Some will lose clients, employees, collaborators, and perhaps even a business.

When I lost a lot of my mobility and a significant part of identity as a very physically active person, I learned that loss can open up to something new – if we let it. New ways of being in life, new relationships, new work and new ways of finding happiness. But I also learned that we often cheat ourselves of what life offers us after loss. Mostly because we stay attached to the past and reject the reality of the world we now live in. But, if we have the courage to really listen and seize life at present, magic can happen.



Three things that saved me

- 1. Allowing emotions to flow fully.** When we lose we grieve, get angry and feel lost. Allowing emotions to flow fully but without attaching a story - just feeling them - have helped me process things deeply, completely and fast
- 2. Being brutally honest with myself about the reality of things – both the good and bad.** Accepting my situation, my strengths and limitations, while avoiding victimizing narratives has helped me look up and get moving again.
- 3. Being curious about what has become possible now.** As I couldn't satisfy my social needs through physical activities anymore, I had to learn new ways of being in relationships and it transformed my life for the better

Exercise: Let go and look ahead

These two exercises can be hard, but they pay off. Consider them like going to the gym. You will build competency and strength to process loss deeply, completely and fast.

A) Process your emotions by becoming aware of them.

Sit for 5-10 minutes and notice if there is something – right now – that you don't feel okay about. Then write every subject down on a piece of paper.

Take the first item on the list and set 10 min aside where you allow yourself to feel whatever you need to feel. Allow it to move through you and then move on with your day. If it's hard to move on with your day, write down the two most key things to happen the rest of the day, then go for a short walk before you start.

B) Look ahead with questions. Get a friend to interview you if you need help.

Given the loss you might have experienced, start by asking yourself: "What can I let go of and give back to the past where it belongs?"

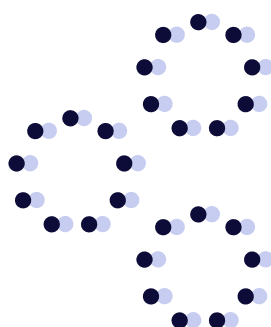
Then ask "Now what becomes possible?". Write down the answer and then ask "Now, what else becomes possible?" Keep going until you get stuck and then start over with the first question and redo the exercise. Continue until you feel you're starting to let go.

Lesson 9: Acceptance

What I have learned

Learning how to accept, is in my eyes one of the most transformative Jedi life tricks in the book. Accepting the realities of our lives, such as when I needed to embody the fact that I had gained a disability, is essential to living well. But, acceptance in relationships is probably what have brought me the most peace.

We tend to feel that other people should be in a certain way. My partner should take out the trash more, my parents should call more, my kids should call more and my boss should give me a raise. But without acceptance we are not in relationship with a person. We are in relationship with an idea of that person. Without acceptance we are rejecting a part of the person in front of us, which means that we are rejecting the reality of who they are. With acceptance we create space for the relationship. Space for listening, space for love and space for getting, what we really need and long for.



Three things that saved me

1. **Using forgiveness as a bridge to acceptance.** I discovered that forgiving myself and the other person allows me to build acceptance immediately, let go of the past and focus on what I want for the future.
2. **Noticing my unwillingness.** Often the biggest impediment to acceptance is our unwillingness to let go of being right and winning. I choose relationships over being right.
3. **Knowing my own boundaries.** Acceptance is not the same as playing along. You can accept a person for who they are and say "no" at the same time.

Exercise: Rekindle an important relationship

Whether you have lost touch with a friend or your intimate relationship has become stale, it pays off to investigate how accepting you are and how you might create more space in the relationship through renewed acceptance.

A) Choose a person that matters to you. Ask yourself, what am I not accepting 100% about x person. Anything that you reject about who they are and their behaviour. Write down as many items as possible.

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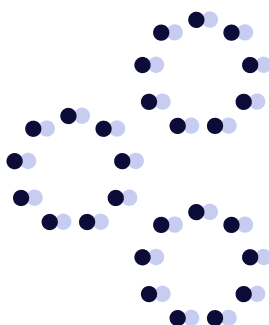
B) Go through each item on your list and ask these four questions

1. Is there something I need to forgive [person] for?
2. Is there something I need to forgive myself for?
3. Am I willing to find a way to accept [person] completely?
4. Are there any boundaries I need to set?

Lesson 10: Boundaries

What I have learned

Boundaries is a big topic and can require a lot of skill, but awareness and curiosity is good start. I'm a pretty assertive person, yet as I grew older I discovered how poorly I managed my boundaries and how it created all sorts of problems. Poor boundaries equals poor outcomes in almost any domain. The challenge is, that setting boundaries can take courage. Yet, if we learn to set boundaries in pro-active and non-violent ways it can transform relationships, health and business results. I also learned that it's key to set boundaries without making other people wrong. This requires us to have courage to stand up for ourselves and let go of the need to justify our actions. *You*, have the right to your boundaries, no matter what they are. They are your boundaries and you need them, to take care of yourself and create results. The only caveat is that we *must* accept the consequences of the boundaries we set.



Three things that saved me

- 1. Finding out what's important to me.** Discovering what is important to me, has provided a map to help me set healthy boundaries
- 2. Principled boundaries are really effective.** I try to build a set of life-rules that support me in taking action without having to evaluate every situation. Most situations in life are a mirror of what we've already dealt with in the past.
- 3. Allowing decisions to be informed by my gut.** Pre-defined boundaries is not enough. I also try to courageously listen to my gut, to know when to say stop, continue or simply leave.

Exercise: What is really important to me?

If we don't know what's important, it becomes really hard to set boundaries. Why do I engage in this? Why, does it need to happen in this way? Why this and not that? It may be a life-long exercise learning to set good boundaries, but you can make great progress with a bit of brainstorming. Start by becoming curious and slowly build awareness about how to say *yes* and *no* properly.

A) Make three lists with what is really important to you - 1) at home, 2) at work and 3) in your relationships.

Quickly write down as many things as you can think of (5-10 min / list – feel it, don't overthink it.)

Once you have all three lists, ask yourself: "Why are these things important to me?"

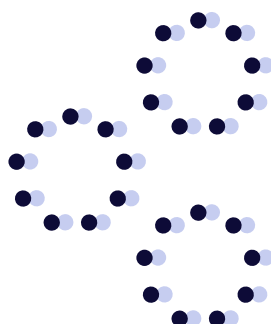
B) Find patterns and try out a new boundary. Looking at one of your lists, see if you can identify a subject where you continuously don't get what is important to you? What is the pattern? Describe what happens and your part in the problem.

Ask yourself. How can I take more responsibility for what I find important by setting a boundary?

Lesson 11: Gratitude

What I have learned

It's so easy to come from a place of not having enough. Most people, no matter how much wealth and success they have, can feel empty and many do. I've found that practicing gratitude is one of the most powerful ways of being able to show up with something to give. Relationships thrive if we add to the bucket instead of take from it. The hard, and yet comforting truth is that it's our own responsibility to make ourselves feel whole. Yet, healthy and meaningful relationships are key to our wellbeing and to being able to generate great business results. Practicing gratitude can help you feel whole, so you have something to bring to the table.



Three things that saved me

1. **Writing down three things I am grateful for each morning.** I resisted this for quite a few years, but once I got started it brought a lot of peace.
2. **Focusing on what I want instead of what I don't have.** For me this builds motivation and a sense of responsibility.
3. **Noticing the little things.** There is so, so much to be grateful for. Just look up at a blue sky, feel the air in your lungs and notice you are still alive.

Exercise: Collect happy moments

Especially in the beginning I found that it was hard to answer, what I was grateful for. Further, I was not very good at noticing the feeling of gratitude, so writing down three things that made me grateful, felt kind of artificial. Instead I started to collect happy moments, events and outcomes, small things and big things, that made me happy or simply feel good.

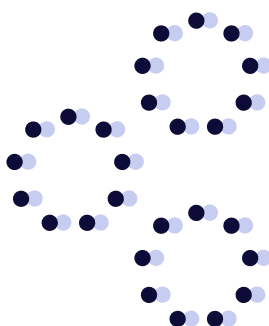
Write down three things that happened yesterday that made you happy or feel good. Nothing big, just a little smile, something you ate, something you saw, something that was said.

- 1.
- 2.
- 3.

Lesson 12: Respect

What I have learned

When I was young I thought respect was a dated value. Like, “you have to respect elderly people – just because”. As life handed me difficulties – especially in relationships – I started to become curious about the power of respect. Respecting someone is to acknowledge their place in the world. Their views, decisions and actions. Respect is the foundation for a productive relationship. In my pursuit to learn how to be respectful, I have defined respect as showing up with this mindset and behaviour: “You have the right to your own view. Within the realm of my own boundaries I honour your boundaries. I interact with you, with as much space possible, for you to show up at your best”.



Three things that saved me

1. **Understanding that to respect someone I need to build acceptance first** (see p. 13) If I can't accept people I cannot respect how they differ from me
2. **Distinguishing between respect and agreement.** Respecting you, your view and your boundaries is not the same as agreeing with you. Respect and disagreement can co-exist
3. **Understanding that showing respect is a long-term game.** You'll never know for sure, whether or not you show up respectfully. Asking questions and being curious with each person have helped me understand how to behave more respectfully.

Exercise: Listen a little more

Showing respect, starts with being curious. How can we show the other person that we respect them. That their view and place in the world is important too. To listen intently and notice what is important to the person in front of us, is a great way of showing that she/he is important and hence making her/him feel respected.

A) Make a list of three people, where you might not have listened with as much attention as you should.

For each person ask: Why, have I not listened fully? What do you need to accept to listen fully? What do you need to suspend to make the other person an equal member of the conversation?

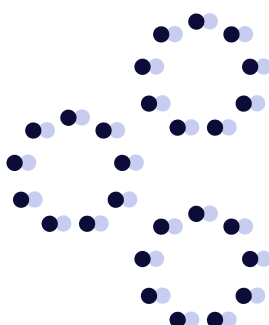
B) Take action. Select one person on your list and reach out.

Refer back to the conversation, where you didn't listen fully and say that you are uncertain about whether you have fully understood what is important to him/her and if they'd be willing to re-visit the subject. You don't have to give answers to the new input you get. Just make sure you have *really* listened and shown respect for what is important to them.

Lesson 13: Humility

What I have learned

Oh boy, do I envy people who are naturally and graciously humble. If I could change one thing with the wave of a magic wand, it would be to show up completely and naturally humble. Being humble is a tricky thing though. True humility comes from a place of comfort. A way, where you feel enough in yourself without the illusory idea that you will every know the full truth of what you are dealing with. You know that there is always more to see and learn. In my own experience, the people who have achieved the most are often the most humble, but ultimately it's a matter of what you learned as a kid about how to view the world and show up. I was pretty arrogant, when I was younger. Mostly because I was insecure. I'm doing a lot better today, but still have days where I end up feeling ashamed of something I said or did. What I've learned though, is that being kind, forgiving and generous towards myself is a good path to becoming more humble. And it pays off – humility will make people connect with you, help and care for you – it's 100% essential.



Three things that saved me

1. **Cleaning up the mess I made.** The problems that come from not being humble can be cleaned up - at least most of the time. I apologize, when needed and then ask "How can I make it up and how can we move on?"
2. **Knowing the difference between being humble and subservient.** Being humble is about acknowledging that there is more to learn, but not about making yourself small or inferior.
3. **Finding comfort in not being the best.** Showing up with an attitude of not knowing everything, lowers the pressure to perform. It took me years to learn, but it changed everything.

Exercise: I'm alright

Because being humble - without being subservient - is based on self-worth, the core exercise is to work with our inner condition. This is obviously not done in one afternoon, but as Tony Robbins would have said; practice is the mother of skill.

A) Select an area of knowledge, a relationship or a situation, where you feel insecure or unsafe and thus are at risk of showing up without humility.

Be curious. What is it that makes you feel unsafe or insecure in this area? Why do you feel the need to manifest yourself. To show off and take space?

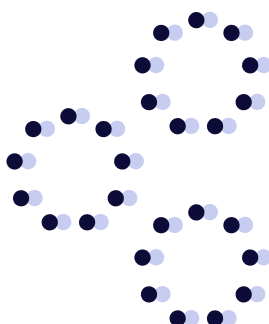
B) Feeling okay is often a combination of outlook and experience with whatever we face.

Interview 3 friends about what would make them feel safe and confident in the area you've selected. If appropriate use inspiration about how you can feel safe from Lesson 14 (asking for help) and Lesson 10 (setting boundaries)

Lesson 14: Help

What I have learned

It takes practice to ask for help, but we all need it once in a while. I have a lot of practice due to my disability and today I feel like I ask for help whenever I truly need it. Without hesitation, guilt or worry. Help is an interesting thing, because many of us are conditioned to feel that we have to repay the help we get. I have learned to look at help in a more holistic way. I help where I can and ask for help where I need it. This means that it's not always the same person that receives and gives. Obviously, there is a limit to how much we can ask for from another person, but most people never see that limit. Last winter, I had to ask for help from strangers seven times as my old car battery continued to give up. While it took a little practice (and a bit of courage) to stop random cars in the middle of the street, I found it joyous to get help from strangers. Most people did it with a smile and it increased my confidence in the kindness, that I believe is inherently human.



Three things that saved me

1. **Knowing, that people often enjoy helping.** People may even be grateful to be allowed to help you. Don't cheat them out of being of value to you.
2. **Knowing, that everyone needs help.** It's an illusion that anyone can live life without other people. Ask for help, so that you can help others too.
3. **Discovering that I can ask for help, while still being confident, competent and able to provide value myself.** My value is not diminished, because I need help.

Exercise: Ask for help now

Give it a shot. See, what positive things might happen in your life, business and relationships if you ask for help. Sometimes though, asking for help doesn't feel pretty. You might be ashamed about your situation – even when you don't have to. Know that being responsible sometimes is to ask for help. If you feel paralysed to do so, go back and review Lesson 1 (dealing with fear), Lesson 2 (body and state), Lesson 7 (control) and Lesson 8 (loss). Redo the exercises, but related to getting help.

A) Brainstorm on a piece of paper. Where might you ask for more help?

Look at topics for being helped at home, at work and in your relationships. Then select one thing, where you would like help in the immediate future. Make it simple and small.

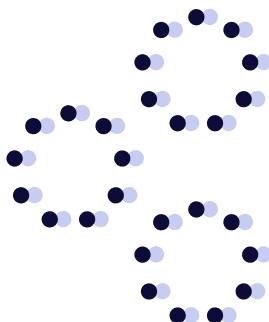
B) Describe in detail, what it will mean to be helped with the one thing you've selected (in A). Then go ask for help. If you get a no, ask another person.

You know why you need help, but don't worry about the reason. Research tell us that people care less about what reason you have, but rather that there is one.

Lesson 15: Value

What I have learned

When we're in business, we need to make a living. Even the most charitable businesses, need to be sustainable in some way. And so, when we are under pressure we tend to focus on our own living, as opposed to those we serve. While you need to make wise choices, leading your business with an intention beyond profit is key – especially in hard times. For example by leading your business from a place of truly caring about your employees and customers, you will be repaid in trust, loyalty and profit. Former Starbucks CEO Howard Schultz, who led the company from six stores to many thousand, decided to give health-care to employees before it became a norm in the US and made it possible for all employees - even part-time employees - to get a college degree for free. He is very clear, that it is those actions that made the company profitable and not the other way around. As he says; "We are in the people business, serving coffee. Not in the coffee business, serving people".



Three things that saved me

- 1. Helping with no expectation of receiving anything in return.** You never know, who will serve you the most anyway. A generous heart gets you a long way. Heck, it's good karma.
- 2. Giving a product / service for free.** Giving away some part of your knowledge and services for free, helps create engagement. People might copy, but who cares. You win, when you have a band of true fans.
- 3. Telling the truth about what's going on.** Too many businesses beat around the bush with customers, suppliers and employees. Tell the truth and create a real conversation about collective value creation

Exercise: Make something you can give

I believe that any business, big or small, is able to create something that is of high value to others but has low production costs. E.g. I'm currently making this mini-programme. Take this mini-programme for example which took me a short week to make. It will provide tremendous value to some people, while helping me build awareness of our work. In other words a win-win for all.

A) Make a list of things that you'll enjoy making, that can provide value to those you serve. Internally and / or externally.

If you are an employee - look at your team. How can you serve them in a time of high pressure. What can you create? If it's a tall order to actually create, then look for something you can do; a fun exercise or event. It doesn't have to be big.

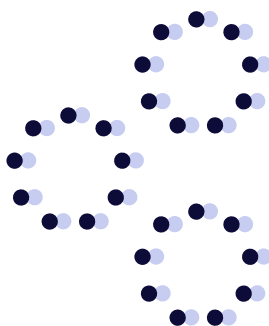
B) Select a simple project to be executed this week. For the sake of getting started it should be something that you can produce in half a day.

Ask yourself: How will this be of value to the people I serve? Will I enjoy making it? How will I distribute it? When will I get it done?

Lesson 16: Ask and understand

What I have learned

Man, it is easy to talk too much and listen too little. Especially, when you like talking as much as I do. The funny thing is, that so many problems can be solved, when we make an extra effort to understand each other. It starts by figuring out what people really want. This is true both for individuals and for businesses, and what makes one employee or customer happy, is not the same for the next one. I think many are too afraid to ask and really understand what is needed, because they fear they won't be able to accommodate what is being asked for. If you are willing, but can't deliver there is often a good reason though, and in an honest conversation reasonable customers *and* employees will understand. So ask! Ask and seek to understand, so that you can fulfil the needs of those you are in relationship with. Ask, so that you can be of service, create more value and support yourself and others in living the lives we aspire to and run businesses that make us proud.



Three things that saved me

1. **Being comfortable not knowing.** My old boss, a super experienced senior McKinsey guy, often said to customers; "I don't know". Not knowing together can build trust and allow for curiosity.
2. **Being curious to understand will connect people.** I used to be really bad at this, but as I learnt to ask more and resist my preconceived notions, I saw relationships blossom.
3. **Really listening solves conflicts.** Often, letting people speak until they are truly done can make the problem they face smaller, simply because they feel understood. Listen truly and then ask what they might need you to do (keeping in mind that it's still okay to say "no" if you are unable or unwilling to accommodate the ask)

Exercise: Ask, Ask, Ask

What do you not know? There is so much we don't know and the biggest challenge is all the things we don't we don't know – which is most of what we don't. Still following. As we grow in ranks as leaders, employees or consultants, we risk holding an increasingly fixed mindset about the world. But truly successful people tend to stay humble and avoid this pitfall. If you don't know where to look, you might start by asking those you serve: "What do you think, I might not know about what we are doing, that would make a difference if I did?"

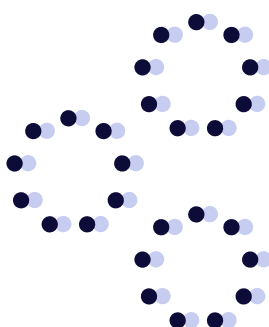
A) Make a list of three people you would like to interview to broaden your view on your business and / or team. Each interview should not be more than a few minutes. Make it casual.

B) Review each conversation and find at least one way you can take renewed action to tackle a business problem or improve a relationship.

Lesson 17: Visualise

What I have learned

Visualisation is one of the most powerful tools for execution and decision making. Visualising everything from a KPI, to a to-do list to a project scope can help reveal gaps in thinking. On a day to day level, I have learnt that when I make things visual it becomes much easier to take action. Once we can see things, they become more real – and often more realistic. Especially if I feel overwhelmed I try to visualise my situation or the decisions that I need to make. In business too, visualisation often plays a critical role, like boards on a factory floor, or simply having a clean, organised desktop supporting you in always knowing where things are. Consider how you might support yourself in day-to-day execution, by permanently making something more visual.



Three things that saved me

1. **Writing** is a way of visualizing that is often underestimated. Our thinking is typically not as structured as we like to believe. Translating thoughts into sentences on a piece of paper, can reveal how solid your thinking is and help you gain perspective
2. **5 minute storylining.** Explaining ideas is not always easy. To break it down, I try to explain an idea by quickly drawing 5-10 frames and adding images. I also try to avoid too much pre-meditation. Just draw, write and then re-organize into a simple story.
3. **Empty inbox.** I have a folder system for my e-mail, where everything goes in to an “urgent”, “pending”, “references” folder for project. There are max 10 emails in my inbox at any point in time and I go to sleep never worrying if I’ve missed something.

Exercise: See what’s next

Often when we are under pressure we feel a need to get going. Quick execution though, often gives a false sense of control and comfort. You are more likely to act according to your feelings of uncertainty than based on real evaluation of how to get the most impact with the least effort. Getting an overview before you act is key. Have the courage to keep visualizing and reviewing your list of to do’s before you take action

A) Get a bunch of post-it notes. Now write down as many tasks as you can think of. One for each post-it. This can take a while (1-2 hours). Every time you come up with a main task, then ask – are there any key activities connected to this task? Add these to your pile.

Once you are done – categorize your tasks in a way that is meaningful to you.

B) Review all of your tasks and ask “Where can I reduce the most stress with the least effort?”. You might want to delegate or ask for help.

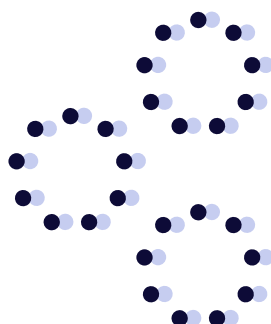
Now prioritize your tasks to manage your work load. Which are urgent? Which can wait? Which can someone else take care of? Which are not essential to your mission and should be dropped?

Remember to recognize your own efforts 😊

Lesson 18: Community

What I have learned

I've always been used to doing things on my own, and the seemingly slow pace of a bigger group has often been frustrating to me. But when I lost some of my mobility, I learned something. It became so bitterly clear to me that no one ever succeeds on their own in life. As human beings we are not independent – we are interdependent. Our interdependence underscores the importance of chipping in. Looking at my immediate community, the people I know and connect with, I became curious about how I could support people to grow and live lives that make them happy. Today I make a habit of trying to help when I can. Also, while starting my company so many people have been kind to support me, and if everything fails, I feel certain that a lot of people would step up and provide help. It gives a deep sense of comfort and joy and I wish that for all of us.



Three things that saved me

- 1. You don't have to be the centre of a community.** Sometimes you are at the edge of a broader community, but finding ways to contribute will still make you a valuable member.
- 2. Your community is not always a group.** I have a lot of friends that I only know in a one-to-one setting. But together they constitute my community and I try to treat them as such.
- 3. Commit, commit, commit.** While those in our community don't always show up like we expect them to, I've found that when we commit to our community for the long run it often pays off. I've had friends show up out of no-where, when I suddenly needed them.

Exercise: Map your close community

Who is part of your community? You'll have different social circles. Family, work, friends, hobbies and sports. Drawing up your community on a piece of paper, you'll often notice individuals that are important to you, but whom you haven't given the proper attention recently. It also becomes easier to see, where you can provide value and who might be able to help you.

A) Draw the social circles that define your close community. Then populate them. Most people's close and intimate community consists of about 7-15 people and their broader but close community (extended friends and family) of about 30-70 people. These are people we have some kind of personal relationship with, and would not hesitate to call to meet with casually. The next level of our community is often people we'd find in our Facebook and LinkedIn connections.

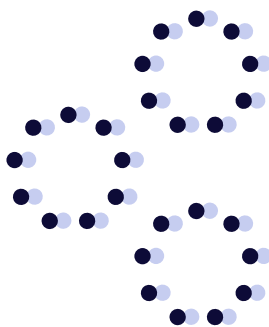
B) Once you have drawn the circles that make up your community have a thorough look. Sense your connection with each person. Who do you feel called to re-connect re-connect or deepen your connection with?

- 1) Find three people you can reach out to, to see if you might be able to support them
- 2) Find three people you might ask for help, to move your life and business forward

Lesson 19: Communicate

What I have learned

Oh boy, is this a tricky one. I have been accused of being both great *and* horrible at communication. And in some ways, I think both are true. Everyone is different. There are so many different country, company and social circle cultures and thus probably infinite ways of communicating. So, how do we deal effectively with communication? I have learned a few things. More communication is often better than less, especially when the topic is sensitive and/or we worry about how people will react. Raw, authentic communication is often better than polished and “perfect” communication. You don’t need to have all the answers, and one thing is certain: we are never done learning how to adapt and improve our communication. As our relationships and contexts evolve, so too must our communication. But when we really do succeed with our communication, it can move mountains and we avoid a lot of the unpleasanties that arise from misunderstandings and skewed expectations.



Three things that saved me

1. **Asking.** Learning to communicate is often learning about how you are being perceived. I frequently ask how people interpret what I am saying.
2. **Apologizing and cleaning up.** Misunderstanding are unavoidable. Once it happens I ask, what can be done to make it right again.
3. **Practicing structured written communication.** Learning how to e.g. write emails with the request at the top, the reasons next and context in the bottom. Good written communication can make a huge difference in execution, especially if you lead.

Exercise: What do you want?

Step one in good communication is being clear about what you want to say. Where do you want to go, and what do you hope will happen? Realize, that you might not be as clear about it as you think you are. Good communication is like good goals. The more concretely and visually you can express yourself the better.

A) Identify something you need to communicate to a friend or colleague. What's the end goal?

What does it look like, when the other person have really understood, what you are trying to communicate? Do they take action? What do their actions look like? What will make you satisfied?

It might be something you need help with, something you would like to have happen in your relationship or a proposal for how you could help.

B) Write down your message in a structured way (even if you intend to communicate it verbally).

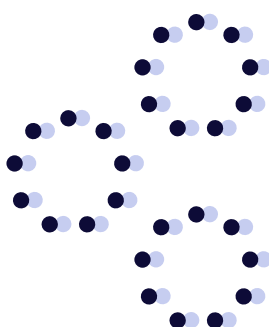
1. What is the request? In one sentence, e.g. incl. deadline
2. What does success look like?
3. Why is this important (1-3 reasons)
4. What is the context (any information; real data, other players' perspective, proposed sequence, etc.)

Lesson 20: Courage

What I have learned

The need for courage permeates business. All great business leaders have courage. Courage to make bold decisions, to ask for negative feedback, to be unpopular, to not have the answer, to ask for help, to stand for something, to say no and to say yes. From my former teacher Pernille W. Lauritsen I learned that courage is about taking action even though you feel scared. Leaders act in spite of, not because of and I think this is one of the key reasons I love business.

I believe that to have a lot of courage you must have intent. If you know why you are here and what's important, it is much easier to take action, to not look good and to fail. Then you have a reason to get up, start over and learn. The good news, from what I've learned is that every time I've felt the need to be courageous *and* acted - it has paid off. Life is mostly generous. Do, what you know to be true - deeply and authentically - and you will be rewarded.



Three things that saved me

1. **Noticing fear.** If I realize I'm scared I have to do it. What's not important to us, doesn't scare us. So, being scared is a hint, that this is important.
2. **Attacking.** When I'm scared I break down the task and then I run towards it. Over time I've realized that running into what scares me, is the easiest way to deal with it. The sooner the better.
3. **Being good and noticing things aren't that bad.** By attacking what scares me, I've expanded my comfort zone and today I feel more comfortable with fear, knowing that 90 % of my fears exceed the reality I face. If I do my best and act according to my values, I can never do more. It's a saving grace.

Exercise: What's important?

Review the different areas of your life and discover if there are any topics, activities or relationships that bring you fear. Why? What is important about this subject, and why does it bring you fear. Are you scared because you feel incompetent or perhaps helpless? Select a area that brings you fear for this exercise. Can't find any? You haven't looked enough. Get help from someone who knows you.

A) Select and area that brings you fear and identify the kind of situation you are in: There are always *only* two situations: Either you can take action, in which case you should. Or it's outside of your control, in which case you should let it go and just observe what happens.

B) Identify the cost of not taking action and the benefit of taking action if you can.

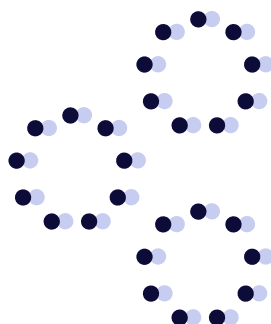
What will it cost you not to take action? Now, in a year and in 5 years? On the contrary, what will you gain if you take action?

C) Go walk through your fear and take action. Ask for support if you need it.

Lesson 21: Wisdom

What I have learned

To me wisdom reflects a deeper knowing that I believe we all possess. It is that inner feeling or voice that helps us discern what is the right thing to do right now. To act on wisdom I often think we need courage. Wisdom is intuitive because it's an expression of many types and layers of knowledge (cognitive, emotional, somatic, spiritual and more). Thus, for wisdom not to be forlorn, we must equally have the *courage to listen* and the *humility to listen*. The courage to listen for what we know to be true and the humility to discover where we are mistaken. I believe that wisdom can only arise from this dynamic relationship. I've learned, that when I listen like this, I take action in ways that are often not readily explainable but always meaningful and valuable.



Three things that saved me

1. **Knowing why I am here.** I spent 1 full month writing a manifest (My Founding Thoughts) before I began designing the services and brand for my company. It has helped me make difficult decisions and attract amazing people to collaborate and work with.
2. **Not knowing the answer.** I've found that trying to have answers ready is often a way of trying to control things. Letting go, I can listen for what is needed, called for and possible right now.
3. **Sensing instead of thinking.** When I use both my body and mind I make better decisions. I try to sense, applying not just what I know, but the wisdom I feel our bodies hold if we dare listen to them.

Exercise: What's true?

Acting through wisdom requires the willingness to discover answers that may differ from those we seek. Answers that are inconvenient and leave us less resolved than before. We might discover that we need to change lanes and leave our job - for no other reason than it feels right. We might need to grow new friendships and let old ones die. We might need to ask for something that makes us uncomfortable or say yes and no to people who will be surprised. Acting from wisdom does not require explanations, only the willingness to face the consequences. But I believe that not acting on wisdom carries bigger consequences in the long run, than acting on what we know to be true. A word of warning though: Truth arising from wisdom can easily be mixed up with our ego trying to be in control. So be really curious, honest and humble. Just listen - courageously - until you know the truth of what needs to happen.

Now, what is the truth about your situation today? Really listen. With all of you. Don't try to figure it out. Just listen and then ask; "what needs to happen now?"

Did you make it count?



I hope you did and I wish you well in
your future endeavours - **Jakob**

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