

"This book
will help you become
the person you dream of
being—not just the person
you end up being"

MARSHALL GOLDSMITH,
WORLD'S #1 LEADERSHIP
THINKER AND EXECUTIVE
COACH (THINKERS 50)

FLIP

THE

SWITCH

Achieve extraordinary things with
simple changes to how you think

JEZ ROSE



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“Anybody in a leadership role today will benefit from reading this book – for now and in the future.”

**David Bartlett, Vice President, Global Sales Europe at Marriott
Hotels International Ltd**

“An inspirational and absorbing study of human behavioural patterns from the pen of a world authority on the subject. Learn how to achieve personal and professional improvement from this illuminating book. *Flip the Switch* and see the light!”

Joanna Rogers, Vice President, General Manager at Philips UK

“This book will help you become the person you dream of being – not just the person you end up being.”

**Marshall Goldsmith, World’s #1 Leadership Thinker and
Executive Coach (Thinkers 50)**

“This book strikes the right balance with helpful tips for improving your ability to lead in business or in life. For a parent or business leader alike, *Flip the Switch* is a comprehensive guide on how to ‘turn on’ a new perspective, affecting positive change and achieving results.”

Rich Long, President, ScanSource North America

“*Flip the Switch* flipped mine all on. Some outside the box/mind thinking that is both traditional and radical. You will learn a new way to process information. It is a gift and a tool. Use it well.”

**Marc Salem PhD, one of the world’s foremost authorities on
non-verbal communication**

“What a bloody useful book! Peak performance has become a buzz phrase in business but *Flip the Switch* brings it to life, with practical strategies and approaches for changing mindset to effectively change behaviour. Highly recommended.”

**Nigel Botterill, *Sunday Times* Bestselling Author and Head of
the Entrepreneur’s Circle**

“Anyone who wants to make a change in either their personal or professional life will benefit from this book. Reading it won’t change your life – but applying the ideas will. Practical, personal and poignant, Jez Rose is a masterful communicator.”

Paul McGee, Bestselling Author of *SUMO (Shut Up, Move On)*

“Delightful to read, packed with valuable insight and practical tips. *Flip the Switch* is a clear narrative that helps anyone wishing to improve outcomes by developing how they see things.”

Lynda Shaw PhD, Neuroscientist, Speaker, Author, Consultant

Flip the Switch

**Achieve Extraordinary
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Changes to
How you Think**

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For Gwendoline Pearl Cunliffe - Grandma.

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Foreword

Jez is an expert in human behaviour and more specifically in how to get people to change their behaviour for the better, whilst understanding why we do the things we do. I know what it's like to have little available time when you are focused on driving your own higher performance and achieving goals and Jez does this not only for himself but for organisations and individuals including celebrities and nobility, all over the world.

Flip the Switch is at times hilarious but the message is a useful one and for some, it may well be the awakening they need to achieve great things at work or indeed in their personal life. Whatever your reason for reading this, I suggest you begin by embracing the challenges that stand in your way – there's absolutely no point in crying over spilt milk; it's happened. It's done. I share Jez's belief that every human being is capable of achieving extraordinary things, if only we understand that the key is to learn from our perceived failures – and then keep going.



Sir Ranulph Fiennes

“The world’s greatest living explorer”
[*The Guinness Book of Records*] and recipient
of multiple awards and honorariums

Introduction

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

Dr. Viktor E. Frankl, from *Man's Search for Meaning*

When I first read Dr. Frankl's take on the behavioural void between those things which cause us to respond and the physical response itself, I went physically cold. He had articulated so succinctly what I had been questioning and worrying over for a long time: that our ability to actively choose our behaviour seemed to be wasting away. If that were the case, we would be in danger of becoming a species of drones; instantly responding to stimulus without due care or consideration. Whether at work or at home, the implications of that are significant.

As a speaker and behaviourist working with organizations worldwide, I've seen over the past twelve years how individuals in organizations are often faced with obstruction when it comes to personal and professional development that is behavioural in nature. This is because in many cases reflection and thoughtfulness, indeed the very consideration of behaviour, is viewed as inertia. However, the purpose of *Flip the Switch* is to encourage you to actively choose the right behaviour in order to achieve more at work, at home and in your everyday life.

For this to happen in the corporate world, for instance, organizations must embrace the idea that corporate

identity, mechanics and metrics don't make a company. Lip service towards valuing individuals within organizations only goes so far. We all possess the ability to flip the switch, but if we do not become more conscious of, and act on, this innate ability now, we are at risk of further narrowing the gap between stimulus and response – to detrimental effect.

The phenomenal and seemingly continual advances in technology have given rise to our ability to access information immediately and to respond to stimuli faster than ever before. Not only does technology allow us to have multiple conversations at any one time but it also allows us an insight, or snapshot of people's lives. In doing so, this encourages us to pass quicker judgement; offering us the ability to respond and react in an instant. All without considering the consequences of our behaviour. Cue flashback to emails you regret sending almost immediately after pressing "send" and the flippant remark you fire off on a friend's Facebook post, only to have to handle the backlash.

The result of some of the rapid technological advancement, especially in the field of communication, is a lack of behavioural consciousness, and it is endemic. Given how automatic and subconscious much of human behaviour is, it is perhaps unsurprising that we have adapted so well to the effects technology and societal changes are having on our behaviour. However, the fact is that most people are largely unaware of their behavioural choices; the actions they take are less considered and the assumption is that they are more "instinctive". That is to say that fewer of us take time to think before we act.

I have spent the past three and half years researching people who have achieved extraordinary things or led extraordinary lives. My intention was to discover if there was something that we could all learn, in order to exceed our own expectations of what we are each capable of. I was driven by the possibility that this could lead to an understanding of how we could all enhance the quality or quantity of our achievements; perhaps even to feel surprised and more fulfilled by our output. Was there a way in which these people were behaving that was different and that helped them to exceed expectation, which perhaps we could learn from in order to alter our own responses to stimuli? Very quickly a pattern emerged. They were all more aware of the gap between stimulus and response, which Dr. Frankl talked about, and their choices were generally more considered based on the conscious consequences of their actions.

The result is clear: if we can learn to widen the gap between a stimulus and our response, our behavioural response will be more conscious. As a result, we become more effective not only at responding to the stimulus but at influencing the consequences, too. Perhaps in turn we'll also take more responsibility for our actions.

So Why 'Flip the Switch'?

Is it possible to flip our behaviour; to actively choose an alternative one?

When you write a book called *Flip the Switch* it prompts people to ask a lot of questions. Principally: "what is it

about?” and “what switch?” Which tuck neatly alongside: “why don’t we see much of you anymore?”, “is it about electrics?” and “you look tired”. Fundamentally, *Flip the Switch* is about a set of simple yet powerful techniques and strategies to help consciously choose our behaviour. If we actively choose our behaviours we can in turn shape their consequences in order to get extraordinary results at work and at home. If you have ever wondered why we do the things we do and how to change them for the better, or have an ambition or goal and found yourself contemplating how to change your own behaviour (or those around you), in order to achieve more, you’re in the right place.

My interest in people achieving extraordinary things and the very notion of normal, or ordinary, and extraordinary began in the most unlikely of places. It was a large stately home just outside Birmingham, England. The sort you’d see on a period television drama: deep oak panelled walls; flagstone floors; large fireplaces that were so big you could fit a table into and use as a novelty dining area; suits of armour nonchalantly displayed in corners – you know the sort. I had just spoken to a group of about 600 sales people about how to deliver extraordinary levels of customer service and the psychological effects it has on customers.

At one point, a person pointed at my moustache, smiled and said: “I love that!” I thanked them and they replied: “I think that’s brilliant! Do many people stare at you?” A little taken aback at the notion of being positioned as something of a freak show by a complete stranger, I confirmed that it occasionally got an odd look from those reacting as if a curly moustache is the most remarkable or offensive thing they’ve ever seen. But otherwise, it draws

more smiles and approving looks than the former. The person then went on to say: “Brilliant! And why not, hey? Normal is taken!”

Normal is taken.

Indeed it is. My mind began racing with questions to answer. Why would anyone want to be ordinary? Do people consciously know that they are ordinary? What *is* ordinary? Why be ordinary if you could be extraordinary? What is extraordinary? How do you *become* extraordinary?

Over the next four years, I started analysing the choices people were making and their responses to the consequences of their decisions; everyday interactions between people; people’s responses to the situations they found themselves in; listening to and reviewing how they presented themselves, and spoke about themselves; their achievements and the justifications for their own behaviour and their critical reviews of how others behaved.

During my attempts to understand what extraordinary was, it quickly became obvious, to me at least, that if “normal was taken”, there were significant commercial reasons that supported being extraordinary in business. If you are a teacher or lecturer, for example, it can have potentially life-changing implications for those you educate. The more I thought about the notion of not being like everyone else, of striving to be extraordinary in what you do by being more aware of your behaviour, I realized that there were important lessons for us all to

consider. Over the past twelve years I have spoken to, trained and met hundreds of thousands of people. I've created hundreds of training videos, resources and development programmes in that time and in writing this book have used some of those resources, as well as stories and outcomes which have come about at seminars, conferences and communication with delegates, in addition to independent research.

This book aims to answer three fundamental questions:

- Why strive to exceed your own expectations, let alone widen the gap between stimulus and response? What's the point?
- What would the impact be on leadership, education, business and society if we made a more considered response to behavioural stimuli?
- How do we most effectively change our behaviour for the better in order to help us to achieve more?

It's a wonderful fact of life that every single day, ordinary people do extraordinary things: carrying out extraordinary acts and creating extraordinary results. Although, it's perhaps a more accurate statement that, in reality, some ordinary people sometimes do extraordinary things.

Extraordinary is of course subjective, and for the purposes of this book, without trying to be something for everyone, I'm sure you can recall an especially inspiring manager who you respected because of particular characteristics or attributes that made them stand out from others. Or perhaps a teacher who comes to mind as extraordinary in

their patience and ability to encourage achievement, for example, or even an individual – a friend or colleague who always seems to handle things better, or cope with life’s crises. You may well be reading this and thinking: “If you’d met my Uncle Barry you wouldn’t be saying that.” However, even those people you’ve given up all hope for are capable of performing at an extraordinary level and actively choosing the right behaviour.

Some people I’ve spoken to are too afraid to have a dream; feel silly about setting goals and don’t have sufficient self-confidence to believe that an ambition would be achievable. This self-limiting behaviour, an active choice some people make, is the most significant barrier to achieving anything extraordinary.

Once, after I had presented to a group of researchers and medical scientists, I was asked to sign some copies of my book. Stood in the surprisingly modern space of the Royal College of Physicians in Euston, London, I asked a very intelligent and articulate research professor what she felt defined an extraordinary person. She said, with all seriousness: “I suppose a superhero or someone with super-human powers ... but then having said that, some of Michelangelo’s works are quite extraordinary.”

I went on to ask the professor how she would define extraordinary, and she replied: “I think something that is truly exceptional, far from the norm and out of the reach of most of us.”

Now, this professor is a single parent who has been involved in some of the most ground-breaking research into cancer treatment, has had numerous articles and