CITIZEN
Leadership

NHS
Leadership Academy

North West

Facilitator Guide

PART OF THE CITIZEN LEADERSHIP RESOURCE PACK

NHS NORTH WEST LEADERSHIP ACADEMY

Contents

Background to the programme:

The Citizen Leadership Programme was piloted initially in Oldham in September 2016 and has now been run across a number of further localities, including Rochdale, Burnley/Blackburn and Liverpool. It was a deliberate effort to develop a leadership development intervention that would directly support the realisation of the Five Year Forward View: more specifically, the prevention and management of ill health closer to home and the ambitions for 'place' based health.

The Citizen Leadership Programme was an inspired consequence of the vision to activate *community citizenship* – the empowering, enablement and engagement of communities to mobilise as assets to the health and care system in actively driving their own health and wellbeing and public health. It is clear that to enable dialogue between patients and communities with provider and commissioning organisations on an equal footing, some intervention was required to initiate these conversations.

The Programme:

The Citizen Leadership Programme has been met with great success. It drew on participation from over 100 BAME women throughout the North West over the initial cohorts. Participants were identified, through a stringent recruitment process, as a potential talent pool, to transition communities of identity into communities of practice which could really help health and care leaders link health and care change efforts to democratic accountability. This involved dedicated outreach support pre-programme by a community co-ordinator to ensure commitment, engagement and expectations of the programme were realised.

The programme was delivered over two days over a period of two weeks to allow learning and reflection between the days. The key aim of the programme was to develop the abilities of citizens to enable them to engage and influence the services in their area and/or wider.

In context of these strategic drivers, the citizen leadership programme aimed to have achieved four particular outcomes for its participants, to deliver:

- Increased confidence in leadership knowledge, skills and behaviours in order to effectively engage with key health and social care decision

makers. Stronger communications skills to enable more effective engagement with decision makers on behalf of community citizenship.

- Awareness and links to opportunities to become Board and Governing Body members, actively engaging in the development of local public services and networks operating in Oldham and Greater Manchester.
- A powerful conduit for sharing learning drawn from 'lived' experiences that can be used to support leadership thinking in health and care reconfiguration.

To enable participants to engage with local decision makers directly and for key leaders to share their stories and experiences, part of the programme included inviting local decision makers/key leaders to form part of the Q&A session for the day.

Evaluation: Outcomes and Impact

A self-assessment was carried out at the start of the session, at lunchtime and end of the day, relating to how confident the participants felt in their abilities to influence local NHS and other decision makers on services. Results showed an increase in confidence for all participants throughout the day which demonstrated the immediate impact of the programme.

When a follow up took place between the sessions, participants were asked to evidence how they had taken the learning of the programme and show clear outcomes on behaviour and practice. With outcomes including:

- Participants putting themselves forward to be chair of a local group, who previously would not have considered this;
- Participants visiting the Greater Manchester Health and Social Care partnership Office to find out more about GM devolution and its priorities and how they could influence decisions made;
- Participants engaging with the Chair of the local CCG to visit and to look at how they can engage with the CCG and stakeholder listening events;
- Participants applying to become volunteers as part of local health watch organisations;
- The programme enabled some participants who had previously worked in the NHS to look at returning to work. Whilst others began to actively look

for employment within local services which they would not have considered before;
- Participants working with a councillor/council leader to look at possible routes into becoming an elected member themselves.

A Citizen Leadership celebration event was also held to celebrate the impact and outcomes for the initial participants. To provide further context and inspiration, we recorded two short films, on the day, that tell the story so far:
- **Programme Participant film**
- **Celebration event film**

This resource pack, commissioned by the NHS NWLA, has been designed to enable organisations and communities to access the Citizen Leadership programme content and learning materials to support them in delivering the programme within their own localities and across a range of different citizen groups.

Critical success factors

From running the programme across the North West, the following critical success factors have been identified which have been used to inform the format and contents of the facilitator guide and broader resource pack.

1. **Involve local people,** groups, organisations and decision makers in the programme. Start with focus groups of six to seven but no more than 10 to co-design the programme with.
2. **Involve diverse facilitators as role models** that have the experience and personal knowledge of the target group to facilitate the programme.
3. **Regenerating the community** - giving something back to local people by using local community venues that are familiar to the participants. This helps to regenerate local services and support local community providers. For example, the cost of a community venue is value for money for tax payers as well as using local caterers to prepare the food, helps local small business.
4. **Evaluate** before, during and after each programme day. This enables the facilitators to gauge a participant's confidence and progress during the programme.
5. **Recognition** - provide a certificate of attendance. This helps to acknowledge the contributions and is something for participants to add to their CV as evidence of their positive contribution to the programme.

How to use this facilitator pack

Like all the citizen leadership resources, this facilitator pack is designed to be simple to follow and should be used to support anyone who wants to run the programme.

It is split into three key sections:
- Before you get started;
- During the programme;
- After the programme.

Each section takes you through the things we know are important when running a Citizen Leadership Programme and provides you with checklists and resource links.

This pack is designed to be used in collaboration with the Citizen Leadership Playbook and Promotional Toolkit.

There is not just one way to run the programme and the facilitator pack will talk you through the different options and how these work best.

We hope you enjoy using this guide and running your own Citizen Leadership Programme.

If you have any queries or would like to find out more information around the Citizen Leadership Programme please contact the NHS North West Leadership Academy at nwla.info@nhs.net

Before you start

In this section we will explore:
- Connecting and co-design with the target community
- Accessibility and inclusion
- Am I ready to run this programme?
- Choosing the right format for you
- Venue
- Recruitment
- Promotion

Connecting and co-design with the target community

We know that for a programme to be successful and engage meaningfully, it needs to be targeted, and it needs to be designed with those that will be attending and connecting to the programme. So, before going any further in organising your programme, make sure that you talk to those that you would want to attend and create a co-design group. The group doesn't have to be formal or too large, but it needs to be inclusive and representative. It would be useful to have representatives from local health, social care and public/voluntary services who can support the work as part of the group too.

Top tips for co-design:
- Ensure that everyone involved in developing the programme feels they have an equal voice;
- Spend time listening to what people want and adapt the programme accordingly;
- Ensure that you work to develop a consensus over the vision and outcome for your programme;
- Start small and build up from there;
- Understand and utilise the strengths and skills of those who you are co-designing with;
- Create clear channels for keeping in touch;
- Create open and inclusive spaces to connect, share and learn throughout the programme.

Accessibility and inclusion

The next thing to pay attention to, at this stage, is to be inclusive and encourage diversity. It's important not to make assumptions about what people need. Keep an open mind, work with people and create a space that welcomes anyone that wants to be a part of it. Timings of the programme will determine who can come along and how inclusive you are able to be. Here are a few more things to think about to create a programme that is inclusive and accessible to all:

- Ensure that you are using a range of promotional methods that will be accessed by different groups e.g. faith groups, schools, GPs etc.
- Ensure that you ask people if they have any access requirements that will help them to fully access the programme e.g. need for large print braille etc.
- Make sure that you use plain English in all your materials and be mindful that English may not be a first language.
- Don't make assumptions. Always check with people about what they need to fully access the programme.
- Be mindful of religious and school holidays etc. that might affect who can attend the programme.

Take a look at the diversity calendar which is a great resource for finding out about events, holidays etc. and can also be used to determine ways to promote and engage a variety of groups in your programme.

http://www.diversitycalendar.co.uk/

if you require this document in an alternative format such as large print or braille please get in touch.

Am I ready to run this programme?

We have designed this programme to be as simple as possible and it does not require you to have extensive experience of facilitation. However, we are keen to ensure that both the people running the programme and those attending feel comfortable and have a good experience. With this in mind, we have developed a really simple checklist that you can complete, before you start running the

programme, to check that you are ready. If you want to discuss your answers further then get in touch with us.

Rate yourself on a scale of 1 -4 for each of the questions below. 1 is strongly disagree and 4 is strongly agree.

Questions	1	2	3	4
I have experience working with groups of people				
I have worked with groups to help them achieve goals				
I am a good listener				
I am able to adapt my behaviour to different groups				
I enjoy working with diverse groups				
I am able to communicate effectively				
TOTALS				

Choosing the right format for you

The format that you choose for running your programme is also important. The activities in the Playbook have deliberately been designed to be able to be used in a flexible way, rather than being prescriptive in how they are used (more details will be given on the exercises in the next section). In terms of deciding the format you want to use; this needs to be discussed with the co-design group. Here is a selection of ideas:

- **Two days programme** – the original programmes were delivered in this way with a gap between the two days.
- **Four half days programme** – this allows people who cannot commit to a whole day to come along for four shorter sessions.
- **Weekly gatherings** – this works for groups that already meet or where people want to build momentum together over a period of time.
- **Monthly get togethers over a five month period** – this allows for people to have a good amount of time between sessions to work on the stages and show great progress before the end of the programme.
- **Virtually via video conferencing** – this option is often helpful for groups that struggle to physically come together but are comfortable with technology. For instance, stay at home parents or young people.

Venue

Your choice of venue will determine who feels comfortable attending and is able to get there, as well as the space that is created. Paying attention to finding a venue that allows you to be as inclusive as possible and to create a welcoming and productive learning environment is essential.

Recruitment

How you recruit people is also a key factor in the success of the programme. Decide whether or not you will have some kind of process to select people or whether you want a less formal process. Whatever way you decide to recruit, it is important to be clear on the expectations and commitment required from the participants.

Promotion

We have dedicated a Promotional Toolkit for you to use to ensure you get the right people on your programme. This element is essential and the co-design group will be key to helping you to know when, where and how to tell people about your programme.

Before you get started checklist

This handy checklist helps you to focus in on what you need to do before you get started.

Have you addressed the following?	Yes	No	Notes
Connecting and co-design with the target audience			
Have you consulted with the community you want to run the programme in?			
Have you created a co-design group to shape the format of your programme?			
Have you consulted about the best times of day to run the programme, best days etc?			
Do you have a credible champion(s) for your programme in the community?			
Accessibility and inclusion			
Have you chosen a venue that is accessible for people both by public transport and cars?			

Have you addressed the following?	Yes	No	Notes
Have you chosen a venue that is able to cater for a range of additional needs?			
Have you chosen a venue that supports the local economy?			
Have you got a diverse facilitation team that represents the community you are going to be working with?			
Choosing the right format for you			
Have you consulted on the best format for the programme?			
Venue			
Is the venue able to accommodate you on all the dates you want to use it?			
Does the venue allow you to set the room up in a way that will support people to feel comfortable and work in small groups?			
Recruitment			
Have you consulted on your target audience?			
Have you decided to have some kind of application process?			
What criteria have you set for people being able to attend?			
What will you do if you get more people wanting to attend than there are places?			
Promotion			
Have you consulted on the best places to advertise the programme?			
Have you worked with your co-design group to create appropriate promotional materials for your audience?			
Have you considered how you might use social media to promote the programme?			
Have you referred to the Promotional Toolkit?			

During the programme

Now that you have got your participants recruited, your venue booked and are ready to go, let's focus in on what is important for you to pay attention to.
- How to use the Playbook
- Preparing for your first workshop
- Room layout
- Baseline skills questionnaire
- Continuous feedback
- Sign-posting people to additional support

How to use the Playbook
The Playbook has been designed to be simple, flexible and fun to support you in your Citizen Leadership Programme journey. Below is a summary of the areas covered in the Playbook, with a comprehensive list of the activities that are included:

Stage One - What makes you tick?
These introductory sessions will encourage people to think about what matters to them and what it means to be a citizen leader.

What is Citizen Leadership?
Jargon busting
Be inspired
My kind of leader
I am a citizen leader!
WhatsApp?

Purpose and passions
Values and purpose
Discovering strengths
Giving and receiving praise
Getting social
Feeling the love
Stay connected

Stage Two - Getting started
It's now time to get started and set some goals, explore confidence levels and find out about the community and how to influence and change what matters.

Setting your goals
Goal setting
Lights, camera, action….
Smile
Achieving goals

Confidence is King
Power Posing
Music
Who do you think is confident?
When I am confident
Confidence buddy
Confidence pay forward

Developing your ideas
What would you like to do?
Sharing your ideas
Move and motivate
Reflection time
Sharing is caring

Putting ideas into action
and we are going to.....
First steps to success
Action lists

Stage Three - Leading and Learning
So, the journey has started. Let's take some time to think about what's been done, what has worked well, what hasn't worked and use this to go forward.

How's it going?
How did it go?

Purpose and passion check-in

Goal refresh

Walk about

Cuppa time

Learning from what goes wrong
Examples of failure

Seeing failure as a positive thing

Storytelling circles

Top tips for overcoming failure

Stage Four - Sharing and Connecting
One of the best ways to make a difference is to share our work, spread what works and meet new people along the way.

Building your tribe
Your current supporters

Who's missing?

Come aboard

Being inclusive

Going social
How do you use social media?

What are the benefits of social media?

How could social media help you as a citizen leader?

Let's have a go

Sharing your story
100 word challenge

Feedback

Creatively sharing your story

Leading out loud

Stage Five - Making it long term
This section is all about focusing in on how to keep going as a citizen leader after the programme has ended. How to celebrate what has been done, how to look after and support each other.

Looking after yourself
How do you recharge?
The five ways to wellbeing
Your support network
Your special space

Celebrate
Jacob's lunch
Creating a celebration canvas
Reward and recognition
Gift box

Keep going
Continuing to support each other
Accountability buddies
Your 30, 60, 90 actions
Final check-out

The stages have been designed to guide you through the topics that should be covered in the programme. You do not need to necessarily run every activity but equally they have been designed that if you want to do this, then you can. We would suggest that you share the Playbook with your co-design group to look at the approach they want to take and it is often worth trying some of the activities with the co-design group to get them into the mindset.

You don't have to choose every activity you are going to use at the start of the programme, but it's important to work this out ahead of each workshop or gathering, so you can ensure that you have enough time, the right room layout and the resources you will need.

Preparing for your first workshop

So, you have got your participants and format sorted and agreed what you want to cover in your first session. It's now time to focus in on how you will run the first session to set the right tone from the start. Here are some top tips:

- Give yourself plenty of time ahead of the session starting to get in the right headspace.
- Remember to send out a reminder to all the participants.
- Make sure that you have agreed who is going to do what on session one.
- Make sure that you have copies of the baseline skills questionnaire to take along (see copies below).
- Welcome participants to the session.
- Create a welcoming and friendly environment.
- Remember you are there to support the group to explore the topics. There are lots of helpful hints and tips through the Playbook on how to do this.
- Use the resource links at the end of this document if you want to find out more about any of the topics, but remember, your role is not to be a topic expert, but to support everyone to be able to learn at their best.

Creating a space where people feel safe, free and able to be honest is essential. The environment has an impact on this but also the way that people are welcomed, treated and listened to will help to create these conditions. At the start of the first workshop it will be important to spend time learning about the people in the room and creating an environment that fosters openness and allows people to learn and grow. Remember to agree an approach to confidentiality and sharing with the group.

Room layout

The room layout is essential for success. Make sure that you pay attention to this. People need to be seated comfortably, in small groups around tables if possible. Avoid sitting round large board tables, people sitting behind posts and hot or cold rooms.

Baseline and end of programme skills questionnaires

We have created a short questionnaire that helps you to take a baseline look at where people are in terms of their current skills levels. By doing this now and at the end of your programme you will have some clear evidence to go alongside stories and quotes to show the impact of the programme. You can download the questionnaire from the website.

NHS North West Leadership Academy

Citizen Leadership Playbook –Our starting point questionnaire

Rate yourself on a scale of 1-5 how strongly you agree or disagree with each statement. 1 is strongly agree, 2 is agree, 3 is sometimes agree, 4 is rarely agree, and 5 is never agree.

	1	2	3	4	5
I have a good sense of my purpose and passions					
I know what it means to be a citizen leader					
I know what I want to achieve as a citizen leader					
I feel confident in my abilities					
I have a good sense of what is happening in my community					
I have a clear idea I want to develop					
I know how I want to test my ideas					
I learn from things when they don't go to plan					
I have a support network that supports me with what I want to achieve					
I am able to use social media to make things happen					
I pay attention to my wellbeing					
I am able to tell and share my personal story					
I reward myself when I have achieved something					

Before questions
- Tell us why you want to be part of this programme?
- What do you want to achieve?
- How will you know you have succeeded?
- Is there anything you are nervous or concerned about?

After questions
- Tell us what you have achieved through being part of this programme?
- What has been your biggest success?
- What have you learnt?
- Is there anything else you want to share with us?

Continuous feedback

It is important throughout the programme to make sure that you are asking people for their feedback, so if there are things they really like, think could be improved or are missing you have the opportunity to build these in during the programme rather than hearing about them at the end. You can gain feedback throughout the programme by using these simple questions/phrases at the end of a session, or middle of the day if you are running the two day format:

- What worked well?
- It would be even better if...
- I have been inspired to….

Simply write these up somewhere and invite people to use sticky notes to add their comments.

Sign-posting people to additional support

We know from the pilots of the citizen leadership programme that people have really developed their confidence and skills through these programmes. Often when people start on the journey they end up discussing personal and often difficult issues. If you feel that someone is discussing something you are not equipped to help them with (e.g. a mental health challenge) then it is fine to sign post them to other support e.g. Mind, Citizens Advice etc. You can also get in touch with us and we can advise on the best way forward.

After the programme

Yay! You have reached the end of the programme and have created another cohort of leaders that are able to make a real difference in the places where they live.

It's now time to do a few things that will help the group to continue to have an impact after the programme has formally ended. There are ideas in the Playbook on how to celebrate and make the learning long term as part of the programme too. Here are some further ideas though:

Celebration event

If you did not have the opportunity to give certificates, then invite participants back, along with other local leaders and system leaders, for a presentation. It's important for us to celebrate when we have done great things and recognising this hard work with certificates is also really powerful.

End of programme skills questionnaire

Make sure that you ask all the participants to do the baseline skills questionnaire again and compare your results. Think about these questions:

- Which skills have people developed in the most?
- Where has the least progress been made?
- What patterns do you see?
- What does this mean for any future programmes that you might run?

Developing live case studies

There are more details in the promotional toolkit on this so we will keep it brief here. It's important to share the stories of the people that have taken part, not only to support them as citizen leaders but also to encourage more people to take part in the future.

We hope that you have found this guide helpful and there are further links and resources available on the NHS North West Leadership Academy Website.

Following the completion of the programme you will be required to get in touch with the NHS NWLA to complete a post programme evaluation or case study. The NHS NWLA will provide advice and guidance to support this work, please contact nwla.info@nhs.net for information on the next steps.

Citizen Leadership Resources

Stage One - What makes you tick?

WHAT IS CITIZEN LEADERSHIP?
- The Collaborative Citizen – this report looks at the importance and value of working collaboratively with citizens to deliver quality public services.
- All that we share – a short video by Danish TV that demonstrates although we may have different backgrounds there is more that unites us than divides us.
- No more throw away people – a humorous animation about the way public services and communities work together and how there is a different and more inclusive way.
- 8 Differences Between Traditional and Collaborative Leaders – this article looks at the difference between more traditional styles of leadership and collaborative leaders.
- 5 ways to lead in an era of constant change – this practical TED Talk looks at how we need to lead differently for different times, and the importance of agility.

PURPOSE AND PASSIONS
- Start with why – In this great video Simon Sinek explains the importance of starting with why rather than the how and what.
- Character Strengths – this free online questionnaire will help you to identify and utilise your top character strengths.
- Connecting with our authentic self – this Psychology Today article is a great read that explores how we can find the real person that we are inside.
- How to connect with yourself in a world designed to distract – this article explores how in our noisy world we can find time to explore who we are and what's important to us.

Stage Two – Getting started

SETTING YOUR GOALS
- Personal Goal Setting – this article by Mind Tools explores the power of setting goals and how to do it.

- [Set your goals and make them happen](#) – this action for happiness article focuses on how we can set goals that help us be happier and how to make them a reality.
- [Leading large scale change](#) –this toolkit has been around for a few years now but is packed with loads of great tools and approaches.

CONFIDENCE IS KING
- [10 things you can do to boost your self-confidence](#) – this article explores how entrepreneurs and anyone in fact, can build their self-confidence.
- [Building confidence](#) – this article explores how confidence is a mindset we need to practice and how to do that.
- [10 ways to build confidence](#) – this article explores 10 practical ways you can build your confidence.
- Why body language may shape who you are – in this video Amy Cuddy explores the importance of body language and the power it can have

KNOWING YOUR COMMUNITY
- [Street Wisdom](#) – a way to reconnect with the streets we live in. This is a step by step guide to Street Wisdom and how to run your own experience.
- [The Power of Empathy](#) – explore the power of empathy in helping us to make connections and be more inclusive in our approaches.
- [Leading and learning: How to feed a community](#) – in this great blog and sketch note, Tanmay Vora describes the six ways to feed a community.

DEVELOPING YOUR IDEAS
- [The Open Book of Social Innovation](#) – this book by Nesta explores what we mean by social innovation, the process we go through when doing social innovation and shares practical tools.
- [The School for social entrepreneurs](#) – this resource bank is full of ideas to help you learn about how to make your ideas a reality.
- [Creativity Flash mobs](#) – a guide to how to run a creativity flash mob, an innovative approach to bring together people to create and innovate.
- [Mashup Innovation](#) – a simple tool by Hyper Island to develop new ideas by bringing together difference.

- [Your guide to design and innovation methods](#) – a series of tools for prototyping and testing.

PUTTING IDEAS INTO ACTION
- [Working out loud a social age trait](#) – in this short blog post, Julian Blog explores how the age that we live in encourages us to work out loud and share as we go to get better results faster.
- [9 ways to engage people (other than surveys)](#) – this helps you look at how you can collaborate with those you want to understand through using a range of tools.
- [Tricider](#) – an inclusive online tool for crowd sourcing ideas with transparency and generosity.
- [Complex problems require rapid experiments](#) – in this blog Paul from Bromford lab explores how in an ever increasingly complex world, we need to think different about creating solutions

Stage Three – Leading and learning

HOW'S IT GOING?
- [6 critical learning reflections](#) – this article looks at 6 key areas to focus on when reflecting on what we have done and learnt.
- [How often should you revisit your personal goals](#) – this article looks at when and how you should re look at what you want to achieve.
- [15 tips for achieving your goals](#) – a great checklist for seeing if your goals are the right ones for you.

LEARNING FROM WHAT GOES WRONG
- [Solved: making the case for collaborative problem solving](#) – how being more inclusive and collaborative in how we solve problems gets us to better results for all.
- [Smart failure for a fast changing world](#) – this article helps us to think about the importance of learning fast.
- [Strategies for learning from failure](#) – this Harvard Business review article is packed with things we can learn when things don't go to plan.

Stage Four – Sharing and connecting

BUILDING YOUR TRIBE
- Randomised coffee trials – this short article gives hints and tips on how to plan and run your very own randomised coffee trial.
- Community Tool Box – this is a treasure chest of resources to help you to understand, build, support and lead all types of communities.
- Mobilising Communities: Insights on Community Action for Health and Wellbeing – a great report with lots of practical tools
- The 18 best tools for online collaboration – collaboration happens face to face and online and this article explores a range of tools that can help leaders to maximise the opportunities of collaboration online.
- Networking nation – a series of shows exploring the importance of networks, where they have come from and the power that they hold.
- 10 Principles for creating healthy communities – these 10 principles are embedded in any healthy community.

GOING SOCIAL
- Social media toolkit – this toolkit is designed for health but applicable to all. It helps you look at the different social tools and how to use them for impact.
- Social Learning – how communities of practice and learning can help us to learn quickly in a changing world.
- 3 C's of learning and leading on social media – this great article explores how by creating, curating and contributing we can make an impact with social media.

SHARING YOUR STORY
- 6 Storytelling Tips to Tell Your Business Story Like a TED Pro – this article looks at what those giving great TED talks do so that we can all learn from them and share our stories.
- Telling stories with photos – a picture can say a thousand words and this article looks at effective ways to use photos to tell a story.
- How to tell a story on social media that people will share - social media can be a powerful tool for sharing if we use it effectively and this article explores how to do just that.

Stage Five – Making it long term

LOOKING AFTER YOURSELF

- [The five ways to wellbeing](#) – these five things have been proven to help us stay well. Explore how they can help you.
- [Action for happiness](#) – this charity has lots of great resources that can be used to help everyone be happier.
- [I-resilience questionnaire](#) – this is a free online questionnaire that can be used to look at what helps you be resilient and where you might want to develop.

CELEBRATE

- [5 reasons you should celebrate success](#) – an article which explores this importance of celebrating success.
- [Why should leaders celebrate success?](#) – an article that focuses on why leaders need to celebrate their successes.
- [30 ways to celebrate your success](#) – an article that gives you lots of simple ways to celebrate your successes.

KEEP GOING

- [How to stay motivated and accomplish anything](#) – an article that looks at how we can accomplish anything if we keep an eye on our motivation levels.
- [How leaders can stay motivated when they don't feel like it](#) – an article that looks at staying motivated when you don't feel motivated.
- [This is How to Increase The Odds of Reaching Your Goals by 95%](#) - an article that explores what helps us reach our goals.