

Areas of Improvement

Theme	Feedback	Thoughts/Action
Lack of Empathy	Having a little more compassion and understanding. I think empathy is the word I am looking for. For example when I took the Wednesday off work after the death of my friend, and at 8am that morning you were texting me about someone's contact details.	Action: Seek to understand first. Ask questions.
High Expectations	You tend to push back a lot - which isn't bad in itself, but sometimes it comes across as though you have really high expectations that feel impossible to meet.	I think setting high expectations is important/critical. I can see how it can lead to people feeling like they are setting out to fail. Important to get people's buy in and ownership - but then set stretch goals. Or is it simple better to set high expectations and standards, and then only work with people who can step up to these standards?
Lack of Punctuality Lack of Respect for Others	Timekeeping: you're a CEO of two companies and you can't turn up on time. THIS PISSES ME RIGHT OFF. It makes me feel unimportant and I can only imagine that if this is how you treat me, then I feel for your staff, and others in your life. I don't know how to change this, but it makes me think you don't value yourself or your time that much, so you don't value others.	I need to respect other people's time! This needs to become non-negotiable that I stay on time. For this to happen, I need to communicate with people I'm meeting more clearly at the outset as to what time I need to finish by, and the outcomes we need to achieve by this point. I then need to when I'm trying to get more done - value and prioritise other people more than the finishing the next item of my to-do list.
Lack of Perception as a Leader	Perception as a leader (related to track record + results) - in order to be a truly great business leader, you will need to be able to attract the best and brightest to your cause. Think Jack Dorsey or John Borghetti or the even up and coming politicians like Josh	Yes, this makes perfect sense - I think connected to this is setting expectations for the standards of performance required. I like to see the best in everyone/hope they can step up, but reality is that sometimes the person isn't the right person for the role and I need

Personal Brand	Frydenberg. You need to build a brand that will cause people who are in stable, well-paid jobs, to want to quit and get behind your cause - follow your lead and they will have confidence that you will bring them all great success. You need better people in your team and I think if you worked on your perception as a leader you would get better people, who would deliver better results who would help get better people etc. etc.	to come to terms with that quickly and focus on getting the right person in the role. So actions here: a) Build my brand as a leader b) See myself as a leader - add this to my daily affirmations/visualisations
Poor Communication	Sell your business better to everyone! I have the same problem but I have to say that I still don't know how to tell others about your business. i.e. I know a bit here and there but should be able to tell others that they should invest in you, buy your products, or refer it to those who can. It needs to be easy to communicate so it can grow faster. e.g. I don't know what the business is, why it's different, if it works, how much it costs, and who is using it. - as a start. I'm not sure if you think that's a problem - but at a minimum - I don't even know what you want for your business - I want to help you but am not in a position to do so.	I actually dislike self promoting... I know it's not self promoting, it's simply communicating what I do in a way that excites people about the vision/mission and encourages them to get involved/help where they can, however for a long time I've viewed it as an extent as self-promoting. It's interesting as reflecting on this, when I'm on in a pitch/presentation I can nail it and have no problems communicating what we do as I think I view the setting/context as more appropriate - often however when it's more of a social context, I actually have actively sought to not communicate what I do...as often it can end up dominating the conversation. It's a unlearning I'm having right now, because the feedback is 100% right - if people don't know what it is I do, how can they help or get involved! (which relates back to #1 and attracting better people to the team as well!) So action here: - Get my elevator pitch down perfect for myEd and AoS - Set intention before meeting people socially, to be enthusiastic and excited in promoting the work I do - But note, first ask about them and be interested in them. This is critical. - Then afterwards, when they ask about me - be articulate, and powerfully sell the vision/mission of what I do (it's all part of being a leader!)

Ego	You are an extremely confident guy which is great - but sometimes that can be something you want to protect so you can insist that "you have it covered" or "you know that already" or "yeah, I've seen similar things before" - and the need to convince yourself (and whoever may be speaking with you) that you can do something already or know something already can stop you from actually learning something new or inquiring/clarifying what it is that is being shared with you. I must say that this is something that you have definitely improved upon (consciously or otherwise) - so it's not a big deal these days - but back in first/second year uni it was a bigger issue holding you back.	This is very true. I often want to be perceived as 'already knowing it' from an ego perspective, and as a result lose the opportunity to learn as I don't ask questions. I need to even if I think I already know something - pause, and ask more questions about the other person's experience. There's always something I can learn more about it! I need to be a student of the world! There's always at least 1 thing I can learn from every person I meet!
Lack of Empathy	Empathising with the human component of other people's actions/motivation - empathise not sympathise - not to fully become this, rather improve the skills to be able to use it when need	This is very true. Action is that I need to do a quick activity to literally 'be the person' so I can understand how they feel. I need to 'feel' it, and then transition back to understand how to best proceed forward.
Ego	Ability to drop the ego when needed - There have been times in the past where a discussion will drag on far too long, and I felt you as the leader could have dropped the ego and let a 'win' be had by the other, in order to prevent a demotivating conversation dragging on longer with the entire team. - I feel there are times as a leader when holding your tongue is the right thing to do; without justification! - Biting the ego, but quickly inserting a justification does not really count.	Let other people 'win'! A lot more can be accomplished if I don't care who gets the credit. The smartest person in the room is not the person who talks the most, or the loudest, or the last. Additionally, I don't need to be the smartest person in the room - in fact, a sign of a great leader is that they build other great leaders, who are better than they are! So, in short, let other people win!
Multi-tasking Lack of Focus	Stop trying to multitask. - While you may be adequate at it, it sends the wrong message as a leader - Give less of your time, but give it more fully.	This is so try and very powerful. In short - action: Never multi-task - EVER!

Lack of Respect for Others	- This comes down to nothing more than respect; people will respect you more for it. People want to feel heard.	Always give the person I am with, 100% full focus! And yes, this means saying NO to more things, so I can give everything to what I say yes to!
Over Rational Lack of Appreciation for Emotional Needs of Others	Remember the power of feeling when dealing with people - People want to feel heard - People want to feel they are making an impact - People want to feel competent - Whatever it is, just because it can be rationally justified, doesn't make it feel right - People are emotional animals, this needs to be really understood and addressed when dealing with them	This is also very true - I think in logic and rationality. Links to empathy - and being the person and importantly taking the time to 'feel' and recognise and experience how the person would feel at the time, before interacting with them/making the decision. Action: I need to consciously put on a 'hat' where I take the time to feel how the other person may be feeling.
Communication	Anything can be a reframed truth, that doesn't make it true - Reframing of truths is a necessary skill for business, however know when you are doing it and when it's appropriate - If you're selling to clients, sure re-frame - If you're building trust within a team, less so	Hmm, I get this... I feel as though I'm generally pretty honest and upfront. Need to think this one through and reflect on it more.
Lack of Focus Lack of Focus on my Inner Self Intention	As you know I come from a place of "feeling" and energy - the energy relating to you is changing - like there has been a huge shift!! I believe the connections you are making now are being made with a more purer intent. As you and I have mentioned before - our outer self is a mirror of our inner self and your inner work is definitely shining through. I see you to have more focus on your inner world, ie those closest to you - you are speaking more often about Parnel and family. This focus is also extended to AoS. Perhaps before you had too much	This is true - I've got greater clarity on what I need to focus on. I need to say No to more things! I also need to continue to work on my inner self and meditate daily.

	"going on" and your energies were too scattered, not harnessed, attempting to achieve success with everything, rather than one thing at a time!	
Lack of Hunger and Drive	Hunger – Previously, it was clear that you were hungry for success. You used to talk about one day owning a black Porsche and there was a lot of enthusiasm when you talked about your ventures. Now, you do not seem to have that same fire in your belly. Maybe you do but just do not talk about it? This could also be a function of increased maturity, different goals or decreased communication between us. One thing I always see with all of my entrepreneurial buddies is a constant burning desire for success.	Actions: Get clear on what I want! Develop my vision board and speak and visualise this into my life!
Happiness	Happiness – When we have caught up in recent times, I have felt as though you do not seem as happy or as carefree as before. This might be a function of increased pressure over age or less idealism? Or maybe I have caught you when you are stressed?	I actually believe right now that I am very happy. I think I could relax however, let my hair down more and be a little more silly!
Lack of Focus Not maximising the potential of opportunities in your life	Direction – One things I would recommend to you is to stick to one vision as much as you can. I think one thing you might do is that you spread yourself too thin; you always have a lot of commitments, because I think you may struggle to say “no”. Perhaps this leads to a huge and constant pressure and workload. Your AOS business has a lot of potential! It’s a great cash flow business that can assist you to have the lifestyle and financial freedom that you want. I do not think you have maximised the potential of AOS. I would suggest having a diligent focus. You have the ability to make this happen. Maybe you can step away from the other things you are	This is true. I do spread myself too thin and take on too many things... I definitely struggle to say No... and I need to get much better/discerning at what I say Yes to! I need to say only Yes, when it’s a Fuck Yeah!!!! Action: - Group time each week for specific activities so I can focus - ‘monitoring activities’ for both AOS and myEd where I monitor how both companies are tracking - Cashflow generation activities - can I set aside 2 hours each week to focus on how I can grow revenue for AOS? Dedicated time each week to do this or to reach out to

	working on and focus all of your energy and potential into AOS. To have direction I think requires priorities. You may find it helpful to talk to a management consultant so that you can work on a priorities grid. Please let me know if you would like a referral.	people who can help me do this! - Dedicated time for wealth creation activities - I want to learn how to successfully invest on the stock market
Lack of Clarity in Business	Clarity regarding business – This may seem strange; but one of the books you told me about many years ago was Think and Grow Rich. In that book, he talks about having a business. A business is not what one does; that is one's work. So your work is your education businesses. However, do you have a good idea of what your underlying business is?	I need to reflect on this more and get greater clarity on what this feedback means... Action: Re-read Think and Grow Rich
Lack of Punctuality	You're 5 - 10 minutes late to 98% of things (aka 'Rowan-late').	Action: 5-10 minutes lat doesn't equal being on time. Shift my mindset on this... Commitment - to never be late!!
Unrealistic Belief in People's Potential?	You're unusually hopeful in humanity and in people, and that's actually somewhat intimidating (Or is this a positive? I feel this is a positive, but feel free to ask me what I mean on this)	I do look to see the best in the people.. And this has meant in the past I've given people who are not performing and up to scratch much too long/too much patience when I should probably make a much quicker decision to let them go and bring on someone else who can step up to the plate and the required standards.
Filtering and not being authentic	You don't say what you really feel - super strategic only disclosing key bits of information. Feels manipulative, like you are trying to serve your own interests. Feels like decisions you make only serve your own interests.	I do filter how I feel - frequently will remove the emotional side and deal with logic and rationality. For people who are very emotional, I can see how this can be perceived as being strategic/not authentic.

	I don't know where I stand with you or how you really feel about anything.	Action: I think lesson here is to be more open with how I'm feeling with people - this gives them more feedback. So to consciously state - 'I feel....'
Listening skills - not really listening	May hear what you want to hear but not really listen	Yes, this makes sense - I think this reflects an old (I say old because I'm working on this) style of communication I've had about having a strong opinion on a topic, and then using this to test the other person's idea/argument in a very adversarial (legal industry style) approach. I've liked to think that I've been holding a strong opinion lightly - however I think what has often happened is I've got too committed to the perspective I've taken so I don't really listen deeply to the other person's perspective to learn. I get outcome focused around 'winning' the point. Action here - inspired by https://www.farnamstreetblog.com/2016/05/eager-to-be-wrong/ and I need to 'be eager to be wrong' - so to cultivate a mindset of learning in conversations where I'm deeply seeking to learn and understand the other person's perspective, and in doing so try to actively prove my own perspective wrong!
Stubborn and arrogant	Perhaps a bit stubborn/ arrogant in your mindset (this may be old feedback as I think you are working on this massively. Sometimes an early success/ exit makes you a bit cock sure and then not really open to feedback for the next venture. Also being often the smartest person in the room makes you a bit arrogant sometimes) – I am working on this issue for myself also	Yes - I 100% agree re: impact of early success! I've been reflecting on this in my journalling and I think this very much happened. I had some early success, and I thought I was the smartest person around, and as a result, I didn't/wasn't humble to continue to really learn deeply. I think this is an equation as well of the people I've surrounded myself with making me feel like a big fish - but reality is in a small pond. I think this insulated me as well to think I was kicking ass/amazing.

		I think reality has been that I now feel I haven't over last couple of years achieved what I know I'm capable of, and this has made me humble and hungry!! I think having a mindset of being a student of life is key here.
Over analyse	Probably over-analyse things rather than act	This is interesting feedback as I generally don't analyse things very much at all - I have a tendency to act first, think it through later. So to focus on creating motion first, and then working through issues later on. I've actually been trying to get better at planning - so potentially this is in this context plans for future. In the past I would have dived in straight away - now I'm trying to think through and plan better. I'll need to reflect on this more as to whether I've gone too far the other way. Chat more about this feedback
Mindset	General mindset – your mindset has massively changed over last 2 – 3 months. it was a lot more arrogant/ cock sure before. I think you are being more reflective now and aiming higher towards your full potential. You used to “think a bit small”.	Yes, I think cocksure is very true!! I'm definitely working on this - being confident, yet at the same time, being humble to learn and reflect. I think big lesson has been that I thought I was good at what I do - but I've come to appreciate there is so much more I am capable of and that I need to constantly be pushing and challenging myself! I also agree re: thinking small!! I used to think a lot bigger (influenced by the books I was reading/people I had in my life), but over the last couple of years, this had changed. I'm really grateful for the push I've been given me around mindset, the books I'm reading and the friends and mentors in my life that think big! Action - dedicate 1 hour each day to reflecting, journalling, unlearning, and growing myself via Miracle Mornings

		Action - inspired by Peter Diamandis, is to take any plan/goal/vision I have and 10x it!
Intimidated and Overwhelmed by Senior CEO Types	You get a bit intimidated by senior CEO type people. Don't be so overwhelmed by other people you think are successful "when you make somebody extraordinary you get yourself off the hook " – great quote by Lisa Nichols -https://www.youtube.com/watch?v=8x_ISBL1bBc	I need to reflect on this one. I didn't realise I got intimidated by Senior CEO Type/very successful people, so this has uncovered a blind spot. Chat more about this feedback Watch video that has been shared.
Spirituality and Faith	I think that your biggest 'weakness' (if I have to use that word) is that you don't know God. Or at least I think you believe He exists but you don't want to accept what that might mean for you. I think your vision around your businesses are awesome but what good is it building your life around these aspirations when you really only have a few short years to live (what, 80-100 years?)	I definitely need to take the time to read and learn more to work out where I stand on questions on faith. I know I have deep questions - but I've largely pushed them to the back of my mind. I haven't really focused much on the spiritual aspect of my life. Action - start identifying my current beliefs, and reading more widely to explore different faiths.
Impact on People Relationships	I think you strive for success and reaching targets but I think it would be really cool to hear more about the relational side of it - what contribution do you hope to have with these goals in terms of the relationships you build with people and students? What impact do you want to leave on the people involved in these projects? What is the one thing you want those people to walk away with? For me I try to strive towards wanting people to know that they are loved and genuinely cared for - I am the first to admit that I fail at this and struggle with this often but I think relationships are one of the most important things in life so that's the impact I want to have, hence why I am suggesting think about the relational side more. Maybe you have, I just haven't really heard you express that side to it as much as the other side of you express that you want to be the 'expert' in the field, or be the 'best in the world' etc. but what would be great to hear more of is how do you actually want people to impacted,	I think this is some amazingly true feedback. I often don't think or communicate in terms of impact on people/how they will feel, but more in terms of bigger picture objectives, and numbers. I guess this a broader reflection of my tendency to be more objective/rational, and less connected to my emotions and feelings. I think feedback here is really great food for thought around how I can be more aware of how I make other people feel. Additionally, it's great feedback in terms of how I communicate - need to communicate less in terms of numbers/facts and figures and more in terms of what it means for people/how people will feel and be impact upon.

	on the most basic level. I love this quote: <i>"People may not remember exactly what you did, or what you said, but they will always remember how you made them feel"</i>. I feel like whatever age you are you will always be searching/thinking about the next big thing. In no way am I saying this is a bad thing I just think at the end of the day you will leave it all behind, it's so temporary and you have to question then what really matters - you are trying to improve yourself for this dream/goals and being seen as 'successful' but what then? Is it that you are trying to improve yourself for yourself or for others and the impact you can have on them?	Actions: In interactions with people ask: How will this person feel? In communicating with people: Tell a story (in addition to any figures) about impact on people/how people feel!
Lack of Vulnerability	Even though we've worked together for like 4 years, and been in each others lives for 8+ years! (HOLY MOLY!) I still feel that if we stopped working together, I wouldn't really know you, we'd catch-up every now and then and I still may never feel like I really know you. I think that's sad. It's an invisible wall that has existed. I think I now have language to describe that wall in a way that will be beneficial to you. And I think it's a wall of 'competency'. A wall that blocks vulnerability and a level of unsure honesty, that then blocks deep connection and bond between you and I. This is the wall of polish, competency and crazy conscientiousness that makes it hard for me to connect with you. I never see you with regret, I never see you with remorse, I never see you with an attitude of 'yeah that was a mistake and it sucks'.	I think part of this is due to my personality type - my personality type as a choleric (from Personality Plus), or Executive/Commander (from MB) is that I have a focus on getting shit done. I talk about work/projects (because I enjoy it), and as one project ends, I move onto the other and dive in. So this feedback is correct to degree that after finishing working together, there is a sense that we'd connect every now and then - not because I don't feel we've got a great relationship, but because I've moved on to the next project and have doubled down on that! I think it's important for me to realise that this is how other people feel however - that they don't really know me. This is sort of scary - someone I've known for 8 years, claims he doesn't really know me! I'm definitely not the most 'vulnerable' of people - I'm happy discussing anything and I believe I'm upfront and open, however I'm not someone that operates in the 'I don't know/uncertainty' space. I'm decisive and do things. Probably a reflection on the way I communicate - hold a strong opinion lightly. I think however it highlights that while I can set a high standard - and this can push and challenge people, they don't feel able to talk to me about things, because they don't see my own

		challenges/vulnerability (which does exist) Part of this is because I don't like focusing on the negative (interesting that I view vulnerability as negative...) I focus on having positive self-talk and even if I've made a mistake, looking for the positive learning in this. Actions: People want a leader who is real, not right... I need to reflect on this more as I think this is the heart of what this feedback is getting to. I need to when I communicate highlight my own challenges and uncertainties so people feel able to be vulnerable with me and come to me and share how they are feeling. It will also better enable and empower other people to know how to/want to be able to help me as well. At the same time I need to continue to set the same high standard of conscientious and diligence.
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Strengths

Theme	Feedback	Thoughts/Action
Innovative	You are innovative and inspiring to those around you	
Responsive to Feedback	You take feedback very well	
Service	You genuinely want to give back to the world	
Inclusive	Inclusive of those around you	
Rational	Rational judgement	
Leadership	Performance Management - I think you approach perf. management in a good way. The environment you create with the person feels positive, and yields good results	
Intellect	Intellect - smart, well-read, constantly pursuing knowledge	
Level Headed	Stoicism - partly natural, partly cultivated with time, you have a good ability to stay level throughout challenges and successes - key to a happy live in my opinion	
Determination	I am inspired by your: - determination	

	- dynamic energy/view on projects	
Look for the learning/positive in any challenge	- when you never see a negative situation as such, rather viewing the issue as a "learning" (and we have many of those :) haha)	
Communication	- "wordsmith", words flow out of you with ease	
Managing Other People	Your ability to manage people from all sorts of different walks of life	
Humble	Your humble but confident nature especially in business	
Actively Listen	The way that you actively listen and respond so accurately in conversation almost always talking more about the other person (usually me) than yourself!	This is something I've been working on and have been really conscious in my time I spend with certain people - so great to see they feel this way.
Sharp mind	Extremely sharp and grasps onto complex concepts with ease – You demonstrated this time and time again at university. You do have one of the sharpest minds out of anyone I have ever met.	
Focus on personal development and learning	Focussed on personal development – This email that you sent out is case in point! You have always had an urge to improve yourself, through reading, seminars and even Toastmasters	
Good character	Good character – Even though we have had our bumps along the way; I have always felt that you have good character and integrity. This is perhaps the reason why I have always made an effort to stay in touch. You are the type of person who I feel comfortable sharing things with because I know that I can trust you. Additionally, I know that you do not wish bad upon others; which I think is very rare.	

Resourceful	Very resourceful – Looking at your business journey to date, I can tell that you are very resourceful. You will attribute it to luck; however the truth is that you are very resourceful.	
Balanced in Life	Very balanced – One thing I always admired about you is that you were always very balanced. You always made time for things in your life that were important to you; like soccer, toastmasters, gym, study and AOS. Within our uni cohort, you were actually one of the most balanced people.	
Life and Worth Ethic Balance	I have never met someone who has a better work and life ethic as you do. The way in which you separate work and life, but do it in a way so naturally that it seems silly to even say you've thought about having to do it, is something I find admirable.	
Attention to People	The attention you pay to people, even if you've got a thousand other things going on, is absolutely abnormal, and daunting in a society which no longer values intimate relationships. I mean that in the platonic way in which you are genuinely interested in the individual in all they are, not just as a quick glance.	
Hope in People - seeing the best and their potential	And the hope you display in people is the hope that can change the direction of a life. I think I can speak for many people who can actively say that you have reoriented the goals and priorities of many people to focalise on the important things in life.	
Optimist - will there's a way	Secondly, it'd be insulting to say you're an eternal optimist because that would mean you put blind hope into things going well. Rather, you are the embodiment of 'if there's a will, there's a way'. Even if the benchmark is <i>that</i> high. It's rare to find someone who sees a spark in life and does not ignore it or think it irrelevant. It also takes someone special to act on seeing that spark, and help others to realise that everyone well and truly has a spark. You're always striving to do thing better and it's not that you're critical, but you're innovative; no two people see the world in the same way, so why should we?	
Inspiring and encouraging	Third, work doesn't feel like work; it feels like learning and inspiring . When they say that when you wake up motivated to work, that is something I feel about working with you	

people to learn	and the team. Even though we might sit down for a few hours crunching through work, it feels more like everything I'm doing is a new challenge to who I am and the way I think and the way we can improve the world. That all comes from working alongside you, and getting to know you as a person - the nerdy slogan tee-making, tea-drinking, Snapchatting Rowan. Having worked in politics, I've become very accustomed to distance and ruthless self-interest, and just being interested in getting elected or getting paid from 9 - 5. This is the polar opposite to you. You embrace teaching, and whether that is by relaying my own question to me with more clarity, or sending me a mass of articles to get through, I know that you don't do it just as a 'NB To get a better quantitative outcome' but rather 'NB To increase your skill set and understanding'. You encourage me to question, and you do it for one to become a better person.	
Public Speaking	Amazing public speaker. Very inspiring ! That's why I went and spoke to you and how we met. This is one of your super powers	
Passion to help young people	Passion to help young people learn – this comes through as your MTP big time !!!!!	
Character	Open/ warm/ genuine/ smart / driven/ cheeky	
Open to learning	Open to unlearning / learning	
Confidence	Self-confident and happy in your own skin	
Action focused	Get stuff done. A man of action	
Conviction	A man who leads with his heart and conviction !!!!!	
Writing	Writer – wrote a book and blog with massive traffic	
Work Ethic	Strengths you are entrepreneurial, hard working, motivated and innovative	

Awareness	You are thoughtful and self-aware	
Desire to Learn	I think it's really awesome you are seeking out feedback to see improvements in yourself and contributions - and this is definitely a strength - you generally seek out feedback and others opinions on a lot of things you do (something I could learn from more!)	
Diligence Love for learning	You have huge strengths, you're crazy diligent, your love for learning pushes me to be better everyday, because you keep raising the bar for yourself it pushes me to do the same as well, I love working with you and think you're one of the best co-founders anyone could have ever asked for.	