

FALL/WINTER 2014

ISSUE

Solutions

PRACTICAL PERFORMANCE STRATEGIES TO DEVELOP THE BEST IN YOURSELF AND OTHERS

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FEATURE ARTICLE

By HAYDN SHAW
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THE

Generational Challenge

If you are one of the countless many who are surprised at the impact generational differences are making in the workplace, there is a simple reason for it: *it's because we've not faced this before.* For the first time in history we have four generations in the workplace and five generations of customers. Look at the following statistics:

Name	Birth year	% US Workplace 2008	% US Workplace 2013
Traditionalists	(1901-1943)	4%	2%
Baby Boomers	(1944-1964)	40%	32%
Generations Xers	(1965-1981)	40%	39%
Millennials	(1982-2003)	16%	27%

Percentages in workforce developed from Bureau of Labor Statistics data

With nearly a quarter of the baby boomers leaving the workplace very soon and replaced by the Millennials, figuring out how to resolve major generational conflicts is one of the people challenges of the next decade . . . or two. "Ninety-six percent of Baby Boomer business owners say an exit strategy is crucial to their company, but eighty-seven percent don't actually have one." According to The Association for Talent Development (ATD), 76 million Americans will retire over the next two decades but only 46 million will replace them. No wonder it's called a war on talent. You can't get predictable business results in these unpredictable times without dealing with the generational challenge. It's that simple.

This article continues on the next page.

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The Generational Challenge

Continued from Page 1

Generational conflict is impacting everything we do, from how we communicate to when we want to work, and how we respond to customers. If we don't figure out generational conflict points, internally work slows down, and externally our customer satisfaction drops.

Statistics only show part of the picture. The following summaries of four interviews put a human face to the numbers and the frustrations:

Traditionalist

I'm just not comfortable with some of the things those young kids say or how they dress. It really bothers me. Some of the words they use or things they talk about just don't seem appropriate for work, especially in mixed company. And I just don't think jeans are right for work. People ought to have more respect for themselves and dress like someone who wants to succeed. This isn't your living room. Dress down at home if you like, but show some respect here at work.

I wish people would quit treating me like I'm half dead and can't use a keyboard. There aren't many people my age working here anymore. So sometimes it gets lonely.

Sometimes younger employees act as if I'm not there. I still have a lot I can get done. I wish people would take me seriously.

Boomer

When a twenty-four year old employee called our largest distributor "Roger," we could see the steam come off his head. "Roger" has boots older than that kid. That's when we knew we had to do something before these right-out-of-college-employees hurt our business. Our company had to create a special orientation, almost like an internship because the Millennials didn't know how to act with our customers. It's like they are from a different country—one with bad manners.

I think we don't see the same work ethic we did when I joined the work force. The younger generations aren't loyal and don't have the same values. Really, we don't have many staying around here long term like we did—I've been thirty five years

with this place. I don't even know who to train. Somebody needs to learn the ropes.

I used to enjoy mentoring, but I think I've lost my touch. I think they think I'm from a different planet. I wish people would take me seriously.

Gen Xer

Boomers are never going to retire. There really isn't a career path for me here. And my boss is a workaholic and expects everyone else to do what she does. Just because the boomers were willing to put their lives on hold, doesn't mean I will. For what? I mean, do they think the company is going to take care of them? And the employees on my team act like spoiled kids. I had to work for almost every dime to get myself through college. Half of them did almost nothing and their parents covered the bill. The newest employees act like it's a favor to turn something around last minute. Two of them have complained about not moving up yet. I worked here for six years before I became a supervisor. They want it all right now.

We will lose half our leadership team in the next five years, but no one is doing anything about it. Our formal mentoring program is a joke. Oh, we meet and discuss careers and being ready for our big opportunities—but no one my age is going to get a shot at anything at the top until a Baby Boomer walks out with their gold watch.

To get ahead in my organization you have to wait ten years for your turn. I think my only option to move up is to go someplace else. I wish people would take me seriously.

Millennial

We talk with each other about the older generations all the time. The stupid policies—why can't we just take any calls on our cell phone and come in at 9:15? And why can't I work from home a couple of days a week? This place is so loud and there are so many interruptions I keep my headphones on all the time so I can concentrate. And this dress code...if there aren't customers here, why can't we wear whatever makes us feel comfortable? Crazy rules!

I don't see why we can't just get things done. Seems like there is always a form to fill out, or an approval you need from someone. In college, I cranked out twice as much as I do here, and I still had time for the rest of my life. I don't know why this place has to make it so hard to do your work. They obviously don't trust me. That's why I have to constantly get approvals for everything. I'm so tired of having to call my boss like she was my mom to get permission to do what I need to do.

If you haven't been around here for at least five years, they treat like you are an intern. I wish people would take me seriously.

These representatives don't speak for everyone in their generation; and they may not speak for you. But they do speak to the challenge for organizations when each generation feels the others don't take them seriously. So what do we do about it? Let me suggest five things.

This article concludes on the next page.



The Generational Challenge

Continued from Page 2

1. Focus on the why rather than the what.

As you saw from the interview summaries, the biggest mistake people make trying to deal with generational conflict is focusing on the “what” not the “why.” They focus on what’s different, and especially what they don’t like about another generation rather than try to understand why that generation looks at things differently. That’s the focus of FranklinCovey’s approach in their LiveClicks “*Resolving Generational Conflict*” webinar and other workshops. But until you get a chance to take the training, you can always just ask the people you don’t understand why they see things differently than you.

2. Lead through generational differences.

You can’t manage your way through four generations—no matter what policy you set, someone is always mad. Instead, lead the people involved to a greater understanding of each other and then to coming up with new ideas for making things work for everyone. Most leaders need a simple process and some tools and they are set.

3. Understand how the generations see the eleven points of conflict:

- Respect
- Dress Code
- Meetings
- Work Ethic
- Communication
- Feedback
- Policies
- Having Fun at Work
- Loyalty
- Decision Making
- Training

If the leader doesn’t understand how and why each generation sees each of these issues differently, they will find it hard to lead them.

4. Be willing to let go of anything that isn’t a business necessity.

Business has very few rules, but most places have hundreds of internal policies to keep people out of trouble. With four generations in the workplace, those very things are creating some of the biggest conflicts. How should you sort out what policies to keep and what can go (or at least be more flexible), and why the policies you do have are important? First, determine what is a business necessity? Then be willing to look at other ways of doing business. Some ways of doing things are really just how one generation preferred to do things.

5. Don’t put people into their generational box.

Don’t assume everyone in a generation thinks the same way. Management tries to put people into a box to make them predictable, *leadership treats people as individuals*.

Generational conflicts are inevitable – and preventable. They are inevitable in all organizations, but real problems are preventable if you’ll apply these five approaches.

“Never mistake motion for action.”

Ernest Hemingway, American author

12 flaws that DERAILED leaders

By Lolly Daskal

Even the greatest leaders balance weakness and strengths, but the best of us will be poor leaders if we fall prey to these flaws.

Nobody’s perfect, but there are some flaws that are sudden death to good leadership. As you work through your strengths and weaknesses, capabilities and limits, make sure you’re steering clear of these dangerous habits:

1. Not setting the example. When you set yourself apart and fail to “walk your talk,” people disconnect. Everything starts with you.

2. Not having a strong vision. Without a vision you understand and can articulate clearly, you can’t impart a sense of purpose and direction to others.

3. Not building people skills. It’s great to be smart, but if you can’t be honest and open, if you can’t control your emotions or connect with others, you leave a trail of doubt and stress behind you.

4. Not communicating. If you can’t clearly say what you need from people and why you need it, you’re never going to get the results you want.

5. Delegating badly or not at all. If you try to do it all yourself, you create bottlenecks and frustration. And if you delegate carelessly, you create chaos.

6. Forgetting your mistakes. If you can’t open yourself up to learn from your missteps, you’re destined to make the same errors again and again.

7. Not fostering emotional intelligence. If you don’t bring empathy, understanding, and camaraderie to your relationships, they will suffer.

8. Ignoring your team’s development. If you fail to invest in your people with opportunities to grow and learn, you’re throwing away your greatest resource.

9. Losing your inspiration. Disconnect from your vision, become complacent, and you’ll find yourself with a team that’s in it just for the paycheck.

10. Lowering your standards. If you settle for mediocrity and become willing to ride the status quo, that’s exactly what you’ll inspire in others.

11. Resisting change. If you don’t open up to new ideas, you limit innovation and change. If you don’t adjust to changing realities, you can’t carry your vision and your team into the future.

12. Letting integrity and honesty slide. Your message, your leadership, your influence is built in part on your flaws. You can try to cover them up with dishonesty and blame, or you can diligently work to improve yourself in everything you do. Whichever one you choose will become your legacy.

Knowing these 12 fatal flaws can help you stop the derailment of your leadership.

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Lolly Daskal is the president and CEO of [Lead From Within](http://www.leadfromwithin.com), a global consultancy that specializes in leadership and entrepreneurial development. Daskal’s programs galvanize clients into achieving their best, helping them accelerate and deliver on their professional goals and business objectives. Trust Across America has identified Daskal as a Top 100 Thought Leader in Trustworthy Business Behavior.





Just a thought...

What is your one best question?

A great question reveals new paths, creates new connections and opens up new worlds.

So what are the great questions?

One place to find some examples is Michael Bungay Stanier's *Box of Crayons* website. There, Mr. Stanier frequently asks writers, thinkers, coaches and executives what their favorite question is.

During a recent interview, Craig Ross of *Verus Global* offered one of his best questions.

"My favorite question is built on an oldie, but goodie..."

What has to be true for success to happen?

You might be in the middle of a crisis, or something challenging is taking place, but as soon as the leader asks this question, suddenly there is a clarifying focus – an understanding that if we are to succeed, what are some of the things we have to do? What are some of the actions we have to take? How do we need to visualize the challenge we're facing now? I love the question – *what has to be true for success to happen?*"

How would you and the other members of your work team answer this same question?

Be a positive role model

Anyone tasked with leading others knows that being a positive role model is crucial, but not always easy. As a leader, do you ever pause to think about your actions? Are you living up to your own personal code of ethics? Even the best of the best can get sidetracked now and then by giving in to some of the leadership traps listed below. Do any of these sound familiar to you?

It's all I know. Poor leadership habits are generally "passed-down" from others. If you've had more than your fair share of bad managers, it's human nature to take on those same traits unless you make a conscious decision not to be "that boss."

It's just one time...who will notice? Thinking you can let your guard down, even for one moment is a slippery slope. Before you know it, your one-time lapse in behavior has become a habit that's hard to break.

Life is tough enough. Okay, sure, sometimes it's easier to take the low road — initially. But sooner or later, an inappropriate remark, or overlooking a performance issue will eventually come back to "bite" you!

I don't have time for all of this stuff. Doing the right thing might take more time, and time is something few leaders have. But, as the old saying goes, "Pay now or pay later." Translation – do it right the first time, or fix it later, probably with even more work and discomfort.

How much can one person take! And that's the point. You have a lot on your shoulders, and sometimes it's incredibly frustrating. But above all, remember this, don't take your frustrations out on the very people who can help you get through whatever mess you might be in – your team.

Don't let frustration, time crunches and impatience steal your ability to set a positive example for your team.

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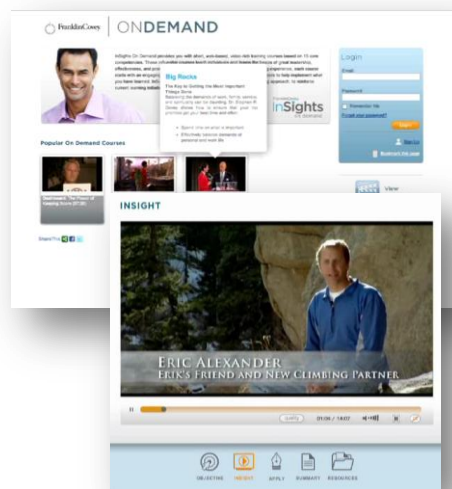


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Say this to yourself, "Leaders are learners, and I am a leader."

Are you walking your talk?

By Allan Forbis, Director
The Center for Management and Professional Development

Type the word "**leadership**" into your internet search engine, and an endless amount of articles, quotes and socially-shareable blurbs will appear from hundreds of proven and so-called industry experts alike. In fact, so much is written about the *concept* of leadership, it appears to have become its own social media bandwagon.

Everybody's talking about #Leadership!

So, while all of this discussion over the *concept of leadership* is taking place; the real topic in question becomes whether, as experts or merely theory enthusiasts, we are actually putting leadership into our daily practice?

When we act, we do something both mentally and physically, and do so with intention. Leading by example means that we make the conscious effort to model the type of behavior that we are attempting to elicit from others. In short, we must live leadership – we can't just give it lip service.

The first step to being a true leader is actually taking that first step.

Whatever you do, if you are a manager or director, take a moment to evaluate what you are saying and compare your words with how you represent yourself to your employees.

Growing up, I remember my father sometimes using the old phrase, "Do as I say, not as I do." When I was younger, I wasn't always sure what that meant. Now, having observed that phrase play out in many ways over the years, and certainly as it pertains to leadership, I know the importance of being true to yourself and those you lead. You simply can't expect followers to do what you say when you're not out in front doing it yourself.

At [The Center for Management and Professional Development](#), several of our [Leadership and Development programs](#) are based on Stephen R Covey's "7 Habits of Highly Effective People" series. Covey instructs us to "begin with the end in mind," which means we must visualize what we want the outcome to be before we begin to take action.

Say this to yourself, "Leaders are learners, and I am a leader." This short phrase will serve as a reminder that you, like any other true leader you may admire, had to learn how to become the leader he or she turned out to be. You can't just give it lip service. You don't have to be a "born leader" to be good at being a leader, but you do have to be willing to think, practice, fail, review, succeed and just do.

Be brave enough to walk the talk.

Author Neals Donald Walsh is quoted with saying, "Life begins at the end of your comfort zone." For some, the responsibility of being a leader means being courageous enough to step outside our comfort zone too. It takes exploration, bravery and continuous learning to act, behave and perform as a leader.

Don't just talk about leadership. Be willing to step outside your comfort zone, and make it a habit to live a life of leadership.

Find more information about leading others on Twitter [@MOCMPD](#)

The one thing all famous authors, world-class athletes, business tycoons, singers, actors, and celebrated achievers in any field have in common is that they all began their journeys when they were none of these things."

Mike Dooley, American author

It's **NOT** the Study Hall you remember from school, but these "study-on-your-own" lessons can make a big difference in your success as a leader.

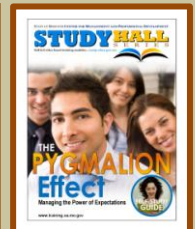
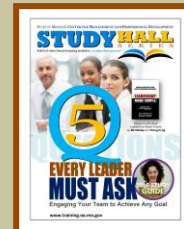
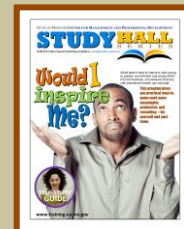
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Take your seat.**

At work, be like water

By Jeremy McCarthy

"You must be shapeless, formless, like water. When you pour water in a cup, it becomes the cup. When you pour water in a bottle, it becomes the bottle. When you pour water in a teapot, it becomes the teapot. Water can drip and it can crash. Become like water my friend." — Bruce Lee

What I like about this quote from Bruce Lee (one of my all-time heroes) is that technically, the water never changes. It stays true to its nature. And yet, it manages to adapt to its surroundings to create a perfect fit, or to find the perfect flow.

This analogy is applicable to the way modern positive psychologists view the possibilities of finding happiness and meaning at work. It is not so much about finding one's "dream job" but rather about finding the way to flex and adapt within your environment in order to find your perfect fit or perfect flow.

We tend to think of certain jobs as being highly meaningful (e.g. heart surgeon) and other jobs as less so (e.g. janitorial work,) but research by Amy Wrzesniewski suggests that people have different orientations to their work, independent from the nature of work that they do.

In a hospital for example, there may be surgeons on staff who see their work as "just a job" or a means to earn a living. And there may be a janitor working in that same hospital who has found "their calling" and feels a deep sense of meaning in how their work, maintaining the cleanliness of the hospital, contributes to the patients' health and well-being.

One important factor in how somebody perceives their work is in their sense of autonomy, or how self-directed they feel their career is. Are they making important decisions and developing a career along a purposeful path? Or are they simply drifting along, out of control, and with no influence on the direction their journey is taking?

Some psychologists refer to a self-directed or self-managed career orientation as "protean" named for Proteus, the greek deity of the sea. Proteus is known for his ability to mold the ocean into different shapes. A protean career orientation reflects a mindset that is reminiscent of this mutable power of the ocean to adapt to any situation. It is "an attitude toward the career that reflects freedom, self-direction, and making choices based on one's personal values"

(Briscoe & Hall, 2006, p. 6, as cited by Hall, Feldman & Kim, 2013.)

"Each minute we spend worrying about the future and regretting the past is a minute we miss in our appointment with life."

Thich Nhat Hanh, Vietnamese monk and author

"Job Crafting" is a way of making changes to the way you approach work in order to turn a job into more of a calling. Basically, it entails making subtle shifts to the way you work that allow you to use more autonomy, more strengths, or to better express personal values for a meaningful life.

There are several ways that researchers (Berg, Dutton & Wrzesniewski, 2013) suggest you can apply the principles of job crafting to your work:

Change tasks.

Employees can make their work more fulfilling by adding tasks that develop or use important strengths, or tap into personal values that bring more meaning to what they do. Another way of doing this (recognizing that not everyone has the freedom to change the tasks they are assigned at work) is to either emphasize certain tasks or to redesign tasks in a way more consistent with personal strengths and values.

Change relationships.

People get a lot of meaning in life via their connectedness to others. Using work as a way to build and shape relationships with others can provide a way to achieve great happiness and meaning at work.

Change perceptions.

Sometimes, it's not so much about changing aspects of the job as it is changing the way we relate to it. Consider the janitor in the hospital, who sees his work as being a fundamental part of the healing experience of the patients. He is doing the same job as other janitorial employees, but is able to extract much deeper meaning from it by his own unique cognitive focus.

By being like water, we stop the search for the perfect career or calling. As Bruce Lee says, we "become the cup" by shaping ourselves to our surroundings in a way that generates the best person-job fit: one that taps in to our personal motivations, strengths and passions. It may be that a calling is not so much something you find, but something you create.

Become like water my friend.

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Jeremy McCarthy is the Group Director of Spa for Mandarin Oriental Hotel Group leading their internationally acclaimed luxury spa division featuring 44 world-class spa projects open or under development worldwide. He has over 20 years of experience operating luxury spas in resort and hotel properties worldwide. McCarthy teaches courses in the online certification program in Spa and Hospitality Management through the University of California, is the author of *The Psychology of Spas & Wellbeing* and hosts a blog about holistic wellbeing at <http://psychologyofwellbeing.com>. Find Jeremy McCarthy on twitter: [@jeremymcc](https://twitter.com/jeremymcc)

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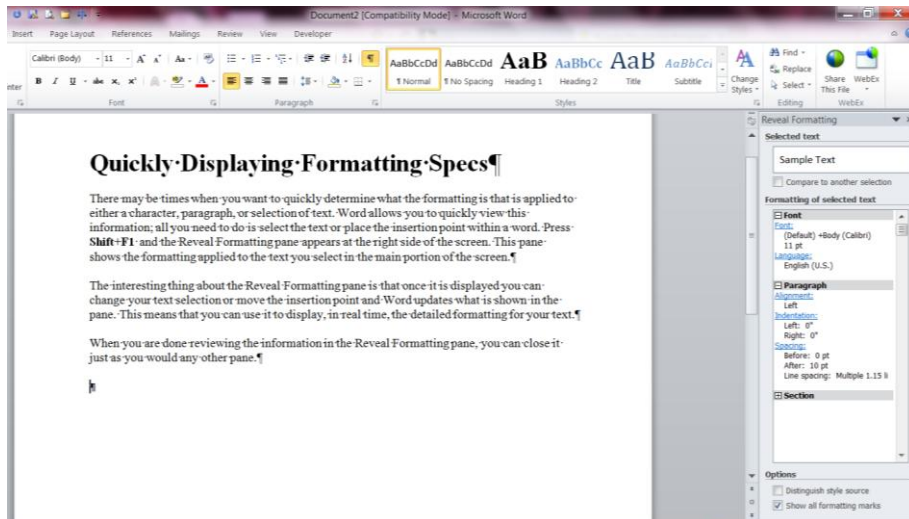
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Quickly Displaying Formatting Specs

There may be times when you want to quickly determine what the formatting is that is applied to either a character, paragraph, or selection of text. Word allows you to quickly view this information; all you need to do is select the text or place the insertion point within a word. Press Shift+F1 and the **Reveal Formatting** pane appears at the right side of the screen. This pane shows the formatting applied to the text you select in the main portion of the screen.

The interesting thing about the Reveal Formatting pane is that once it is displayed you can change your text selection or move the insertion point and Word updates what is shown in the pane. This means that you can use it to display, in real time, the detailed formatting for your text.

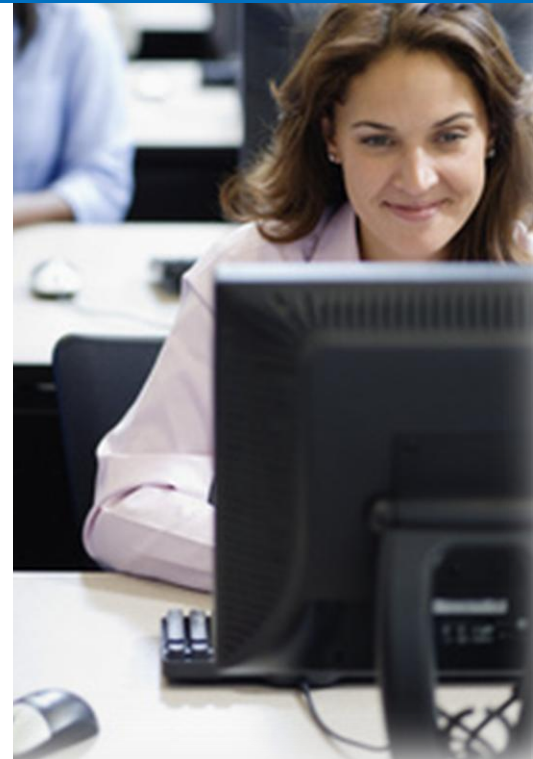
When you are done reviewing the information in the Reveal Formatting pane, you can close it just as you would any other pane.



Fixing Mismatched Bullets and Numbers

Sometimes when using the numbering or bullet features in Word, the format of one or more of the numbers or bullets does not match the others. For example, the color, size, or some other formatting could be different. This can be very frustrating to resolve if you don't realize that the format of the number and bullet is actually controlled by the format of the **end-of-paragraph marker** maintained by Word.

The end-of-paragraph marker is visible when you click the Show/Hide tool on the Home tab of the ribbon (it has the backward P on it). All you need to do is make sure that the paragraph marker of all items in your list are selected when you apply the bullet or numbering formatting or a style that applies such formatting. Word will then make sure that bullets and numbers are formatted the same for each item in the list.



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DR. ZIMMERMAN'S COMMENT

Leaders provide the sky in which others may soar.

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You've heard it said that leaders bring out the best in others. That's not necessarily true. Good leaders certainly do, but bad leaders can just as easily shut down the potential in others.

Good leaders create an environment where others excel. They behave in ways that cause others to give their very best – and those behaviors are almost entirely related to their soft skills or people skills.

Yet, I'll have to admit a lot of "leaders" don't get it. I suppose that's partly what keeps me in business. I see so-called "leaders" trying to lead people, but they have zero people skills. They'll e-mail a coworker who is seated just 25 feet away for everything rather than go and talk to the person face to face about anything.

Perhaps they think they don't need those soft skills or people skills. That's what one of my clients found out years ago. Joe Herman, the Vice President of marketing at the old Control Data Corporation, sent out a notice saying he would give out 1500 free copies of Dale Carnegie's book on *"How To Win Friends and Influence People"* – one to each leader in the organization. The only requirement was that the leaders who got a copy would agree to read it. Only 50 people took him up on his offer.

If that's the priority some leaders give to the development of their people skills, it's no wonder some organizations have so much trouble. That's why Richard Leider, the founding partner of the Inventure Group, wrote in *Forbes* magazine, "People don't leave companies; they leave leaders."

It's no wonder you can find so many examples of leaders with poor interpersonal skills. Dan Poynter collects "real life" Dilbert-type examples to make the point. One example comes from a marketing executive who said, "Teamwork is a lot of people doing what I say." And one supervisor remarked, "We know communication is a problem, but the

company is not going to discuss it with the employees."

Fortunately, leaders who deny the importance of people skills, who aren't developing their people skills, have nothing to back them up. All the research is against them. They're outdated and ineffective.

Daniel Goleman's book on *Emotional Intelligence* proved that. He cited study after study that proved the importance of what I call "people skills" or "people power." For example:

- The Harvard Business School identified empathy, perspective taking, rapport, and cooperation as the most desirable qualities in their applicants.
- A national survey of employers revealed that (due to the ability to learn technical skills), coming "on board" with technical skills was less important than the ability to learn on the job; and that oral communication and listening skills, adaptability and creative responses to setbacks, confidence, motivation, initiative, and pride in one's accomplishments were critical. And,
- A similar study of corporations and their requirements for incoming MBA's identified the three most desirable capabilities as communication skills, interpersonal skills, and initiative.

Convinced? I'm sure you are, or you wouldn't have kept on reading this far. Whether you're leading an organization, a work team, or a family, **if you want to be an effective leader, the most important thing you can and must do is to keep on developing your people skills.**

If you're a manager, for example, some research from Eileen McDargh indicates that you should be spending 80% of your time and energy communicating with your supervisors. And if it's your job to communicate with front-line employees, it had better be face-to-face. Anything else is less than effective, and employees will complain about a "lack of communication" in your organization.

One of the best ways to enhance the quality of your communication is to give your total attention. For example, notice the color of the other person's eyes as you shake hands. You'll establish great eye contact as you communicate real interest. And when the other person is speaking, watch their eyes and really listen to what the person is saying. Even if a person isn't a charming conversationalist, he can be a big hit as a *charmed listener*.

Second, never forget to keep on recognizing those around you. No one ever seems to get too much recognition – sincere recognition, that is. And great leaders are great recognizers.

It's not hard to find things to recognize. Nicki Joy reported the following story in her book, *"Selling is a Woman's Game."* A psychology professor sent cards to a dozen acquaintances which he selected at random. Each card had the same message – "Congratulations, you should be very proud."

The result of his experiment was interesting. Everyone who received a card replied with a hearty "Thank you." They reported new promotions, new grandchildren, new home purchases, and sports and school victories. Some of the respondents were surprised by the professor's acknowledgment, but they all felt they had done something worthy of praise. The moral is obvious: 1) Everybody wants recognition; 2) it's easy to give; and 3) there's always something you can recognize.

ACTION:

This is the week to be honest with yourself. Are you spending as much time, money, and energy developing your people skills as you are your technical skills? Both are important.

If you plead guilty, decide to listen to at least 30 minutes of audio training on this subject each and every week, read one chapter of a book on this subject each and every week, or enroll in a training class. It will be one of the best investments you'll ever make.

Reframe your thinking... Improve your planet

By Ashley Brown, M.Ed., Public Information & Event Coordinator
The Center for Management and Professional Development

The office environment is a microcosm of real life – a not-so-distant planet of its own, inhabited by individuals whom you may or may not have chosen to be your neighbor. Nonetheless, these earthlings with their diverse personalities, beliefs and perceptions are sharing your space for a large portion of the day; and for the sake of the greater good, you must learn to work effectively with them.

Success depends on the outcome. If you are or seek to be a leader within your team, it's reasonable to say that you've faced your share of challenges in dealing with one or more of your co-workers or employees. Based on my 20-plus years of experience within both the private and public sector, as both an employee and a manager, personalities and perceptions can be either the greatest architects of - or the biggest obstacles to - the success of an organization.

Leaders get a successful outcome based on the approach taken with an individual or towards a situation. Leaders *know* this. Leaders also understand that true leadership is learned, practiced and polished.

Leaders are learners. I believe I am a leader, and I am also a dedicated student of [Neuro Linguistic Programming \(NLP\)](#). NLP is an internal and external communication model of how we send and receive verbal and nonverbal messages, process that information and how that information puts us in a particular state (i.e., frame of mind). As an adjunct in undergraduate Public Speaking, NLP has helped me become a better facilitator to my students.

NLP has also taught me a valuable exercise called "[reframing](#)," which means to change the meaning of something by putting it in a different context or perspective. It allows me to view or "reframe" an experience that may be unpleasant as a "not-the-end-of-the-world" event when put into a long-term, big picture view of life.



Ashley Brown, BA, M.Ed. holds a Bachelor of Arts in English Communications with emphasis in Journalism and Performing Arts, and a graduate degree in Education, both from William Woods University. Her training includes a diploma in Broadcast Journalism from the former Defense Information School at Ft. Benjamin Harrison, Indiana, and certificates in Executive Leadership from the University of Notre Dame – Mendoza College of Business. Ashley also currently serves as an adjunct in undergraduate Public Speaking at Columbia College. Over the last 20 years, Ashley has created fundraising events, training programs, branding campaigns and grassroots initiatives for the private, public and non-profit sectors, and now serves [The Center for Management and Professional Development](#) as the Public Information and Events coordinator.

Reframing is often referred to as a way to stop self-limiting beliefs. It is frequently used with those suffering from Post Traumatic Stress Disorder (PTSD), and is one of the most useful techniques I have found in dealing with circumstances that are less than ideal. *In an office environment, reframing would be useful in finding positive intention that will help you refocus when you are faced with challenges and/or difficulties on your team.*

For example, "**We've always done it this way,**" is one of the most frustrating statements ever heard by those of us who consider ourselves creative thinkers and leaders. With reframing, instead of just accepting this statement, we ask the question, "**why,**" and begin to drill down towards an alternative and, ultimately, better outcome.

Mastering the ability to reframe not only helps reach solutions more quickly, it unlocks and improves upon many team-building skills including creative thinking, innovation and empathy.

By taking action to intentionally stop and consider other avenues, we immediately begin to look at things "in a different light," which translates challenges into opportunities to learn, and transfers focus away from problems and onto solutions. With practice, reframing becomes second nature.

Intention and action are the nutrients with which you grow your planet into a place of productivity. I intend to live on a planet where my work is rewarding and teammates work together for the common purpose of organizational success.

So, I ask you, "What planet are you on?"



EXERCISING YOUR EMOTIONAL INTELLIGENCE

WORKING OUT A SMARTER HEART

Attend this 1-day training program and discover that productive relationships can either flourish or wither as a result of our ability, or inability, to exert control over our behavior.

Setting goals and assigning tasks is much easier than influencing people. The ability to cultivate a high trust work environment in which everyone feels connected to the organizational mission is the mark of a truly powerful leader, one who inspires commitment instead of erroneously believing it is theirs to command.

The essential premise of **Emotional Intelligence** is that sustainable, success requires an honest awareness, control, and management of one's emotions, and the emotions of others. By first understanding how emotions influence our behavior, we can prevent negative emotions from driving us to behaviors we later regret. It is then that we are able to influence others, and teams can work together with increased cooperation, collaboration, and communication toward common goals.

Successful participants will...

- Gauge their current level of Emotional Intelligence and identify how to increase their EQ
- Gain the ability to accurately assess their own emotional responses—and the consequences of those responses
- Practice choosing a response that is aligned with their desired goals when faced with adverse circumstances
- Exercise Emotional Intelligence to create positive outcomes in spite of negative emotions
- and more...

COURAGE

From Margie Warrell

Live bravely. Are you telling yourself a story that's limiting you?



For a big chunk of my life I labeled myself a "non-runner," concocting a rather convincing (convincing to me at least) story about how my legs just weren't made for running. But then a few years ago, while living in Virginia, I joined a boot camp and found myself running. Slowly. Heavily. But running nonetheless. Week by week, as my fitness improved, it chipped away at my well entrenched "I can't run" story.

Fast forward to not too long ago when I ran a half-marathon, the furthest these 'non-running' legs have ever run. Without stopping, in the rain, against the headwinds of Melbourne's Port Phillip Bay, and despite the story I'd been telling myself (and others) for so (too!) long. As my mum said to me afterward, "If I told you at 14 you would one day run 21 kilometers (13 miles) you'd have said it was a physical impossibility." Indeed, I would have!

Needless to say, it was a milestone achievement for me. It also brought home just how profoundly the stories we tell ourselves can shape (and limit!) our lives – along with our finances, waistlines, relationships, careers and happiness!

Our stories (which include labels, assumptions and beliefs) generate emotions (whether ambition or resignation, anger or anxiety), which, in turn, drive our behavior (what we do, or don't do; say, or don't say) and which, in turn, creates the reality of our lives.

Any area of your life in which you feel a lack of power, peace, freedom or satisfaction holds a story that isn't serving you and could well be perpetuating the problem.

For instance, what stories do you have about:

- The people in your life – family members, work colleagues – that keep you from enjoying a more rewarding relationship with them?
- Who you are – your strengths, weaknesses, opportunities, and limitations – that limit the goals you pursue and how you 'show up' for life?
- Money, your ability to earn it, build wealth and manage it smartly?
- Your body, your looks, your weight, and your health that keep you from taking actions that would improve your sense of wellbeing?

Research has proven that we are cognitively wired to seek out information that confirms our stories, and to actively ignore or discount evidence that contradicts them. Which is why it is so crucial to have the courage to challenge the 'truths' you're living in, to question your assumptions about yourself and others, to peel off old labels, and to be willing to write new stories. Stories that have you firmly placed as the author of your life, not a powerless victim of your circumstances, your genetics or the people around you.

Speaking of stories, what story do you have about your current "To Do" list as the old year ends, and the new one begins? If it's causing you stress, then take a deep breath and try this one on instead:

"I have all the time I need to get the most important things done. What I don't get done, doesn't really matter."

Feel any lighter?

To read my 4 steps for rewriting stories, watch my video on it, or share 'your story', pop over to:

<http://margiewarrell.com/rewrite-limiting-stories/>

Live bravely. Challenge what you tell yourself is possible. Challenge the beliefs you have about yourself and others. Challenge yourself to be capable of doing more than you've thought before. As I discovered during my marathon run, you may just end up doing it!

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An intrepid Australian, **Margie Warrell** draws on her background in business, psychology, and executive coaching to help people live and lead with greater courage. The bestselling author of *Stop Playing Safe* (Wiley 2013), and *Find Your Courage* (McGraw-Hill 2009), Margie is also a keynote speaker and the mother of four noisy children.

Connect with Margie on [Twitter](#), [Linked In](#), [You Tube](#), or join her Courage Community on [Facebook](#). For more 'courage-building' resources and information, visit www.margiewarrell.com