

One Page Summaries of Successful Leadership Strategies

**QUICKLY LEARN THE
INFORMATION YOU NEED TO BE
A SUCCESSFUL LEADER —**

- *Leadership Characteristics*
- *Implementing Change*
- *Motivation*
- *Managing Conflict*
- *Communication Techniques*
- *Personal Planning*

Joe Brucia's Terrific-- Leadership Power Pages

Topics include —

- The Seven Biggest Leadership Mistakes
- Inspiring Your Team
- Tips On Change
- We're Happy When...
- Nine Ways to Keep People Motivated
- Steps to Controlling Conflict
- Emotional Control
- Handling Yourself & Others
- Tips for Solving Complaints



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TABLE OF CONTENTS

LEADERSHIP CHARACTERISTICS

Quality Leaders.....	1
What It Takes to Get Ahead	2
John Adam's Last Words on Leadership	3
Working Relationships	4
Lucky 7 Leadership Insights	5
What Employees Look for in a Leader	6
Coax the best work from your staff	7
Five Pitfalls to Building Relationship	8
The Seven Biggest Leadership Mistakes	9
Comparing Leaders.....	10
Characteristics of Workers and Leaders	11
Are You a Worker or a Leader?	12
A Continuum of Leadership Behavior	13
Inspiring Your Team	14
Three Points for Success.....	15

IMPLEMENTING CHANGE

Six Ways to Implement Change.....	16
4 Steps to Taking Charge.....	17
4 Phases of Change.....	18
Tips on Change.....	19
How to Solve a Problem.....	20
The Deming Cycle PDSA (PDCA).....	21
Continuous Improvement Process Checklist	22
Building a Foundation for Improvement	23
14 Points for the Transformation of Management	24
Baldrige Core Values	25
An Innovative Idea Succeeds When	26
Innovation Works When.....	27

MOTIVATION

We're Happy When.....	28
Seven Factors that Increase Managerial Commitment	29
Six Keys to Motivation.....	30
Intangible Rewards	31
Developing a Positive Team Culture	32
General Observations Pertinent to Satisfying Employee Needs	33
9 Ways to Keep People Motivated	34

MANAGING CONFLICT

There's a Need to Communicate Effectively	35
Handling Hostility	36
Steps to Controlling Conflict	37
Being Flexible	38
Understanding Others	
<i>The Cautious One</i>	39
<i>The Assertive One</i>	40
<i>The Idealistic One</i>	41
Working with Specific Types	42
Conflict Tips.....	43

COMMUNICATION TECHNIQUES

Communication Skills.....	44
How to Communicate Trust.....	45
Communicating Includes	46
Emotional Control	47
How to Handle Complaints.....	48
Planning a Speech.....	49
Twelve Essentials for a Good Presentation	50
The Written Word	51
The Two Minute Conversation.....	52
Praise	
<i>Rules for Praise</i>	53
<i>Things to Avoid When Giving Praise</i>	53
<i>How to Receive Praise</i>	54
<i>Things to Avoid When Receiving Praise</i>	54
Criticize Positively	55
Criticism	
<i>Rules for Giving Criticism</i>	56
<i>How to Receive Criticism</i>	57
Apology	
<i>Rules for Apologizing</i>	58
<i>Things to Avoid in Apologizing</i>	58
<i>How to Receive Apologies</i>	59
<i>Difficulties in Apologizing</i>	59
Saying NO Diplomatically.....	60
Letter Writing	61

PERSONAL PLANNING

Self-Image Pointers	62
Causes of Job Stress	63
Assuring Job Power.....	64
Rush Jobs.....	65
Power Indicators.....	66
Handling Yourself & Others.....	67
Know Your Job.....	68
Getting Tough with Paper.....	69
Remembering Names.....	70
Is It Time to Recharge	71
The New Boss.....	72
Manage Your Boss	73
Career Blunders	74
Assuring Job Power	75
Workload to Heavy.....	76
Are You On the Outs?	77
An Effective Termination	78
Image Contributes to Your Success.....	79

A POTPOURRI OF FACTS & QUOTES	80
-------------------------------------	----

WEB SITE SEARCH TERMS	87
-----------------------------	----

TECHNIQUES I NEED TO REMEMBER.....	88
------------------------------------	----

REFERENCES	89
------------------	----

-- QUALITY LEADERS --

Know their assignment

Have important technical skills

Understand themselves & others

Have excellent communication skills

Know what they want

Share the credit

Possess integrity



(Source: Numerous references)

What It Takes to Get Ahead

The following is from a Wall Street Journal/Gallup Organization poll of chief executives in various-sized companies. Percentages reflect multiple answers from many of the respondents.

Based on the answers given by CEO's of 300 medium-sized firms.

- 1. Ability to get along with others:** 36 percent.
- 2. Integrity:** 27 percent.
- 3. Knowledge of business:** 25 percent.
- 4. Industriousness:** 23 percent.
- 5. Technical experience:** 14 percent.
- 6. Intelligence:** 14 percent.
- 8. Education:** 7 percent.



(Source: Reference #29)

John Adam's Last Words on Leadership

Integrity

Enthusiasm

Warmth & Caring

CALMNESS

Toughness

Fair Motivation

Direction

Inspiration

Teamwork

Example

ACCEPTANCE

Working Relationships

Three questions every person asks in any human relationship:

➡ *Can I trust you?*

➡ *Do you know what you are talking about?*

➡ *Do you care about me personally?*



(Source: Numerous references)



Joe Brucia's

Lucky 7 Leadership Insights

1. Everyone has the desire to be appreciated.
2. Fellow employees, their opinions of you, may make or break you.
3. Think, act, and speak in the other person's interest.
4. Don't give in to the temptation to criticize.
5. Know when to listen.
6. Your words or tone, unknown to you, can be upsetting to others.
7. Other people's sensitivities are extensive.

*And **your** #8 is:* _____

(Source: Reference #14)

WHAT EMPLOYEES LOOK FOR IN A LEADER

1. **THOUGHTFULNESS.** Good supervisors consistently treat their employees with courtesy and *REGARD* for their *FEELINGS*.
2. **IMPARTIALITY.** Effective leaders do not attempt to treat everyone alike-- "because everyone is not alike"--but tries to treat employees with equal consideration, avoiding favoritism.
3. **HONESTY.** Employees simply do not feel secure in following supervisors unless they're protected with a strong sense of fair play and trustworthiness.
4. **PROFICIENCY.** The closer leaders are to the direct productive work of the organization, the more they are expected to have technical or job-performance know-how.
5. **MAN-KNOWLEDGE.** Followers look to their supervisors to know, understand, and accurately "size up" their subordinates.
6. **CONTROL.** Effective leaders proceed in such manner that there is simply no question about it: the boss is in charge.
7. **COURAGE.** Adults will test their boss (just like children) and if s/he meets the challenge with timidity or undue hesitation, s/he has had it."
8. **DIRECTNESS.** People want and need to know how they are doing, where they stand. Even when this information is uncomplimentary, they far prefer being told so straightforwardly--with tact and courtesy--to being told nothing.
9. **DECISIVENESS.** Supervisors are "paid to call the shots"; therefore the employees look to them to do precisely that -- confidently, directly.
10. **DIGNITY.** People want their boss to be friendly, tactful, pleasant, and courteous--but they are strongly opposed to doing any extensive "socializing" among them. They say they can't look up to someone who is trying to occupy their same plane.
11. **PERSON-INTEREST.** Employees want and expect to be "put ahead of the job," and they will more readily follow the leader who thinks of them before the other elements of the work situation.
12. **HELPFULNESS.** One survey concludes that, in the employees' eyes, "The foreman's only real justification for existence is his ability and willingness to help attain the worker's goals."

Coax the best work from your staff by --

- ☞ . Treating individuals with respect.
- ☞ . Give them the freedom to perform.
- ☞ . Welcome their ideas.
- ☞ . Make sure they understand the objectives and can accept them.
- ☞ . Be clear you want quality work.
- ☞ . Focus on influencing rather than controlling.
- ☞ . Encourage experimentation.
- ☞ . Gear each communication toward results, not method.

(Source: Reference #48)



FIVE PITFALLS TO BUILDING RELATIONSHIPS

- ❶ ***FAILURE*** to be open.
- ❷ ***FAILURE*** to listen.
- ❸ ***FAILURE*** to be specific or say exactly what you mean.
- ❹ ***FAILURE*** to understand each other.
- ❺ ***FAILURE*** to confront.

The Seven Biggest Leadership Mistakes

1. Trying to be liked, rather than respected.
2. Failing to ask subordinates for their advice and help.
3. Failing to give authority with responsibility.
4. Emphasizing rules rather than skills.
5. Failing to keep criticism constructive.
6. Not paying attention or ignoring employee gripes and complaints.
7. Failing to keep people informed.

COMPARING LEADERS

THE INEFFECTIVE LEADER

- ⇒ Drives people
- ⇒ Instills fear
- ⇒ Says "Do"
- ⇒ Makes work drudgery
- ⇒ Relies upon authority
- ⇒ Says "I", "I", "I"
- ⇒ Passes the buck
- ⇒ Accomplishes work at expense of employee
- ⇒ Reacts to the present

THE EFFECTIVE LEADER

- ⇒ Guides people
- ⇒ Inspires enthusiasm
- ⇒ Says "Let's Do"
- ⇒ Makes work interesting
- ⇒ Relies upon cooperation
- ⇒ Says "We"
- ⇒ Assumes obligations
- ⇒ Accomplishes work and develops the employee
- ⇒ Plans for the future

(Source: References #12, #17, & #44)

CHARACTERISTICS OF WORKERS AND LEADERS

You Can Recognize Workers

You see them in the morning. They're tired.

They manage by crisis.

They are full of excuses.

They dress like laborers.

You see them at lunch. They're tired.

They sit at the back of meetings.

They complain about why they have to be in-serviced.

They are always asking, "What am I supposed to do?"

They are unwilling to learn or turn elsewhere for help.

You Can Recognize Leaders

You see them in the morning. They're helping someone.

They manage by leadership.

They have plans, goals, and vision.

They dress for success.

You see them at lunch. They're on their way to a meeting.

They sit where they can learn.

They enjoy being part of a meeting.

They are knowledgeable and can turn elsewhere for help.

Plans for the future.

(Source: References #12, #17, & #44)

ARE YOU A **WORKER** OR A **LEADER**?

A WORKER is concerned with **time** and **money**.

A LEADER is concerned with **enhancement** and **cooper**

A WORKER has a **job**.

A LEADER has a **career**.



A WORKER is a **hired hand** to do a job.

A LEADER is hired to **think, make decisions,** and **solve problems.**

A WORKER is an hourly **laborer** with a skill.

A LEADER is a **professional** with talent.

A WORKER **can** be fired from a job.

A LEADER **cannot** be fired from a career.

A WORKER **cannot** find another job because of training in only one job.

A LEADER **can** always find another job because he or she possesses versatile skills.

A WORKER has **no future** in having a job.

A LEADER has a **great future** because he or she is oriented toward a career.

A CONTINUUM OF LEADERSHIP BEHAVIOR

**BOSS
CENTERED**

*

**SUBORDINATE
CENTERED**

Managers make the
decision

Managers sell the
decision

Managers present a
tentative decision

Managers present their idea
and invite questions

Managers present the problem
and ask for group input

Managers permit subordinates
to make the decision

AUTHORITARIAN

DEMOCRATIC



(Source: References #8 & #31)

Inspiring Your Team

Set the STANDARD

- ◆ Sell the idea of hard work.
- ◆ Know your team members. They will “buy in” for different reasons.
- ◆ Be a role model for the work ethic.

Communicate your VISION OF SUCCESS

- ◆ Involve your team in defining your vision.
- ◆ Vision without action is a daydream—action without vision is a nightmare

Demonstrate your POSITIVE ATTITUDE

- ◆ Choose to remain optimistic and solutions-oriented.



(Source: Reference #7)

Joe Brucia's --

Three Qualities for Success

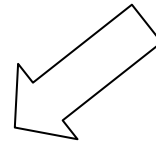
Knowledge of your job's technical requirements

Effective **Communication** skills

Genuine **Feelings** for others... ***"I Care"***

*.....And always have a lot of **Passion** for your job!*

Six Ways to Implement Change



1. **EDUCATION**. People will be less resistant if you tell them as much as you possibly can about the change beforehand.
2. **INVOLVEMENT**. People are often less resistant to change when they are asked to help plan it within a continuous improvement system.
3. **FACILITATION**. People sometimes need help while making a change. They may need support and a chance to express their apprehension.
4. **NEGOTIATION**. If people feel a change is not in their best interests, they may be willing to cooperate only if they get something they want in exchange.
5. **MANIPULATION**. Sometimes people can be led through a change without realizing it until after the fact. This technique works if the change will definitely be in their interests and they realize this once they've made it.
6. **COERCION**. Coerced change is desirable only when management has no other alternative--when change must take place because without it the organization will cease to function.

4 STEPS TO TAKING CHARGE



Take Hold

"How are things done around here?"

Immersion

"Why are things done the way they are done around here?"

Reshaping

"We're going to make these changes."

Consolidation & Refinement

"Let's fine tune our recent changes."

John Garbano, a former Harvard Business School Professor reminds us that many new managers start with "immersion" rather than "taking hold" and never get out of the starting gate.

4 Phases of Change

When your organization must undergo change, watch for these "employee" phases:

DENIAL

Initial lack of reaction, withdrawal, focus on past.



RESISTANCE

Anger, blame, anxiety, depression, apathy



EXPLORATION

Concern about details, confusion, energy, new ideas, lack of focus.



COMMITMENT

Cooperation, better focus, anticipation, long range planning

(Source: Reference #39)

Tips on Change

- ⇒ **Educate leaders** about the change of fact.
- ⇒ Use a "**systems**" approach because change in any part of the system affect all other parts.
- ⇒ Use **a team** approach - no one person knows best how to solve a problem.
- ⇒ **Share power** with sufficient leadership training.
- ⇒ **Plan**, but hold plans loosely. There are always unforeseen events.
- ⇒ **Recognize** "tensions". Not everyone will be ready with a positive attitude.
- ⇒ Provide lots of **staff development support** needed to acquire new attitudes, knowledge, and skills.
- ⇒ Make certain innovative practices are **researched**. Is it a proven practice?
- ⇒ Recognize that changes happen to "**people**". Be concerned how change affects the person as an individual.
- ⇒ Be prepared for the "**implementation dip**". Performance after days when new skills are first practiced.
- ⇒ Help prepare and **develop** an **intellectual understanding** of the new practices. Change must be meaningful.
- ⇒ Search out "**Paradigm Shifters**" and encourage "**Paradigm Pioneers**". These are the creative innovators and those who are 1st to try something.
- ⇒ Take the long view. **Change takes time, don't rush.**

(Source: Reference #3 & #42)

HOW TO SOLVE A PROBLEM

STEP 1 -- GET THE FACTS

Review the record.
Talk with individuals concerned.
Get opinions and feelings.

BE SURE YOU HAVE THE WHOLE STORY.

STEP 2 -- WEIGH AND DECIDE

Fit the facts together.
Consider their bearing on each other.
Check policies and practices.
What possible actions are there?
Consider effect on individuals, groups, and company.

DON'T JUMP AT CONCLUSIONS.

STEP 3 -- TAKE ACTION - COMMUNICATE

Are you going to handle this yourself?
Do you need help in handling?
Should you refer this to your supervisor or co-administrator?
Watch the timing of your action.

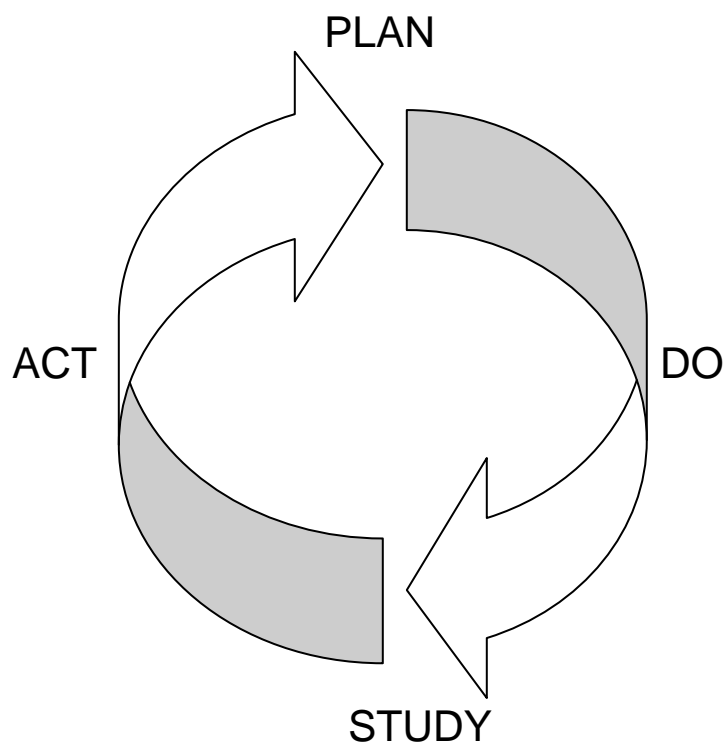
DON'T PASS THE BUCK.

STEP 4 -- CHECK RESULTS

How soon will you follow up?
How often will you need to check?
Watch for changes in output, attitudes, and relationships?

DID YOUR ACTION HELP?

The Deming Cycle PDSA (PDCA)



The Deming Cycle, or PDSA cycle

PLAN: plan ahead for change and predict the results.

DO: execute the plan, taking small controlled steps.

STUDY: check, study the results, modify as needed

ACT: take action to standardize of the process

The Deming cycle, or PDSA cycle is a continuous quality improvement model consisting of four repetitive steps for continuous improvement and learning: Plan, Do, Study (Check) and Act. Its origin can be traced back to the statistics expert Mr. Walter A. Shewhart.

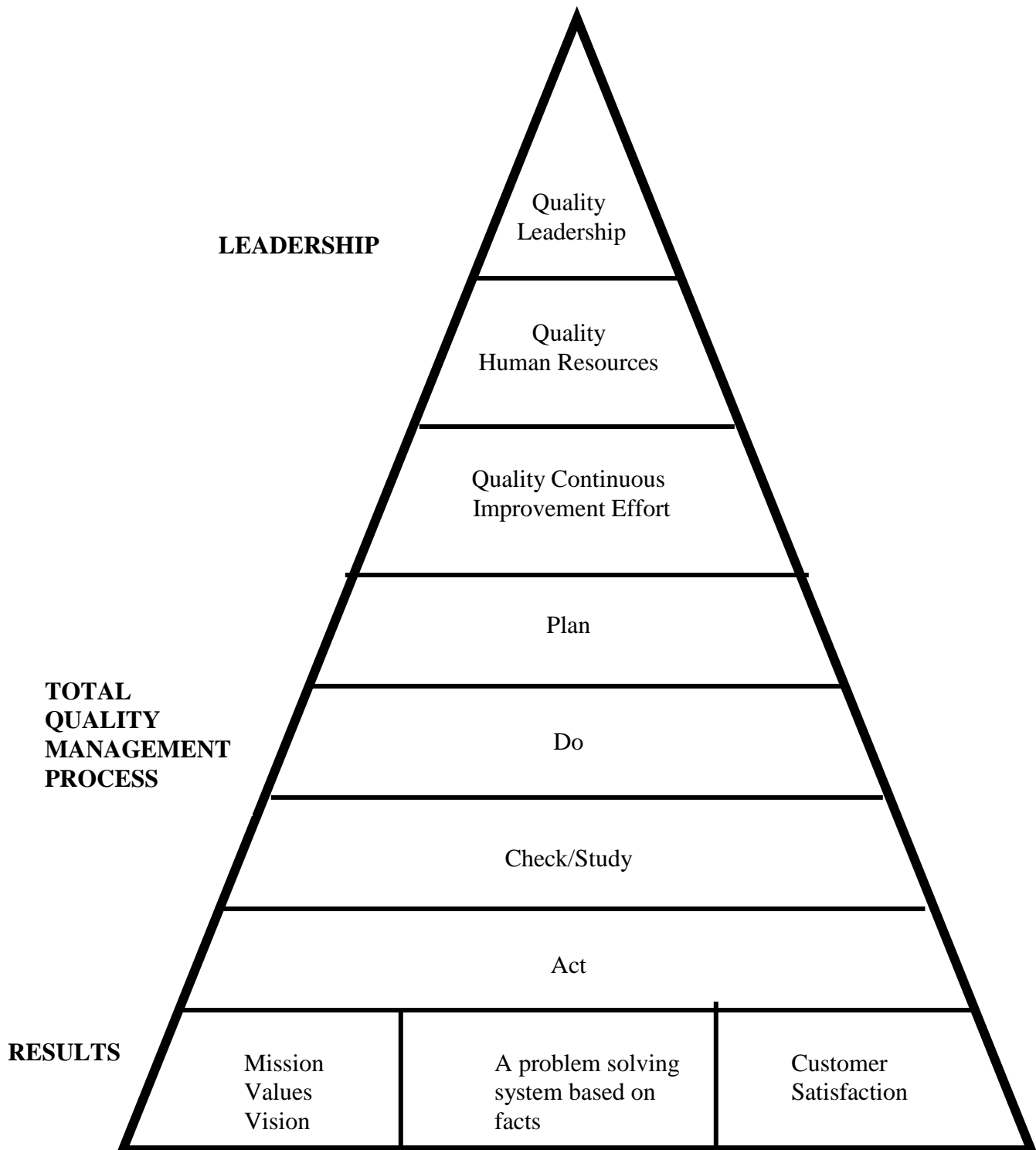
(Source: Reference #47)

Continuous Improvement Process Checklist

- ☐ **Identify Improvement Opportunities** by using continuous improvement tools for improvement
- ☐ **Select a problem** and set a target for improvement
- ☐ **Analyze** data to identify and verify the root cause(s)
- ☐ **Take Action** to implement a planned action that corrects root cause(s)
- ☐ **Study Results** to verify the actions taken achieved the target
- ☐ **Standardize or Revise Solutions** to insure the improved performance is maintained
- ☐ **Plan for Future** by planning what is to be done with any remaining problems and evaluate effectiveness

(Source: Reference #18)

Building a Foundation for Improvement



(Source: Reference #14)

W. Edwards Deming's 14 Points for the Transformation of Management

1. Create constancy of purpose towards improvement.
2. Adapt new philosophies toward quality.
3. Use statistical evidence to build quality along key points within the process. Cease reliance on mass inspection to achieve quality. Eliminate the need for mass inspection by building quality into the product in the first place.
4. End lowest bidder contracts without quality specifications. End the business of awarding business on the basis of price tags. Instead minimize total cost. Move towards a single supplier for any one item, based on a relationship of long term loyalty and trust.
5. Continuously improve using the "Shewart" Cycle: Plan-Do-Check-Act. Improve constantly and forever the system of production and service to improve quality and productivity, then thus constantly decrease costs.
6. Institute training on the job.
7. Institute leadership by helping people to do a better job.
8. Encouraging two way communications (which reduces employee fear).
9. Break down barriers between departments to work as a team
10. Eliminate slogans, exhortations and targets without providing effective methods.
11. Eliminate quotas and management by numbers. Instead substitute leadership to achieve continual improvement.
12. Permit pride of workmanship by removing barriers and creating "quality." Remove barriers that rob hourly workers of their right to pride in workmanship. This means the abolition of annual reviews or merit systems. The role of supervisors must be changed from monitoring numbers to creating "quality"
13. Institute a vigorous program of education and self improvement to understand the impact of future challenges.
14. Commit top management to quality and productivity.

(Source: Reference #18)

Baldrige Core Values

- Visionary Leadership
- Customer Driven
- Organizational and Personal Learning
- Valuing Employees and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by fact
- Public Responsibility and Citizenship
- Focus on Results and Creating Value
- Systems Perspective

An Innovative Idea Succeeds When:

- ⚡ You have organized all the information you need to justify the project.
- ⚡ You have support of your boss and peers before you make a formal proposal.
- ⚡ Identify those with a negative or positive stake in the project.
- ⚡ Guide your project to completion.



(Source: Reference #48)

INNOVATION WORKS WHEN THE TEAM CONTAINS A --



SPOTTER -

The "eyes and ears" person who brings back "news of the outside world".

INVENTOR -

The "creative idea" person.



PHILOSOPHER -

The conceptual, forward looking thinker with influence.

CHAMPION -

Carries the ideas into action. Takes the risk.



SELLER -

Sells the idea to the rest of the organization.



(Source: #7 & #20)

WE'RE HAPPY WHEN . . .

- 1) Our work is ***INTERESTING***.
- 2) We get ***CREDIT*** for work accomplished.
- 3) We're ***INVOLVED*** with decisions affecting us.
- 4) We have ***SECURITY***.
- 5) We have ***ECONOMIC*** well being.
- 6) We ***LIKE*** each other.

(Source: Numerous references)

SEVEN FACTORS THAT INCREASE MANAGERIAL COMMITMENT TO THE ORGANIZATION

Listed in order of importance:

- 1) Managers feel that their jobs are considered important by others.
- 2) The organization has met manager's initial expectations.
- 3) Managers are working in a friendly, close-knit group.
- 4) During their first year with the organization, managers worked with others who organized.
- 5) Managers are currently working with others who have a positive attitude about their workplace.
- 6) Managers are expected to feel committed to the organization.
- 7) Managers had challenging work to do in their first year with the organization.

SIX KEYS TO MOTIVATION

1. **Ask for performance.** Describe how the job is being done now, and how you want it to be. Then ask the employee to do the job how you want it to be done.
2. **Use lots of positive reinforcement-and personalize it.** Everyone likes to be recognized, yet what motivates one may leave another cold-or even irritated. So find out what works with each of your people, and use it.
3. **Build relationships.** But it does mean you should treat your people like real, live human beings.
4. **Understand your employees' point of view.** Listen first, and listen with an open mind, people are much more likely to cooperate when you decide something has to be done differently.
5. **Model what you want.** Show employees, by your actions, that the job really does matter, that quality is important, and those deadlines are real.
6. **Refuse to accept poor performance.** "It's better to aim for 'Excellence' and hit 'Good' than to aim for 'Good' and hit 'Average'.

(Source: Numerous references)

INTANGIBLE REWARDS

- ⇒ Giving a compliment or word of encouragement.
- ⇒ Offering a listening ear and an empathic response.
- ⇒ Asking their opinion about something.
- ⇒ Calling them by name and inquiring about their family.
- ⇒ Saying thanks.
- ⇒ Writing a short memo expressing your appreciation for what they've done.
- ⇒ During meetings, singling out individuals in public for a work of praise or a commendation for good job performance.

DEVELOPING A POSITIVE TEAM CULTURE

- **Show you staff trust** by allowing them to make decisions, take risks and speak their minds.....*all within your set boundaries*
- **Be realistic, but also optimistic** by acknowledging the facts and setting out to solve them
- **Show your staff you appreciate their good work** by praising their good work or accomplishment
- **Provide staff with an environment for personal growth opportunities** by assigning new projects
- **Set a positive tone** by showing staff that *you* enjoy your job

GENERAL OBSERVATIONS PERTINENT TO SATISFYING EMPLOYEE NEEDS

1. People differ in their basic needs, and they expect to be treated as individuals.
2. The acceptance of new ideas and changes is more likely to take place if people are prepared for them; normally the instituting of sudden changes should be avoided.
3. Habit and emotion are of major importance in explaining people's behavior; reason is of secondary importance.
4. People need credit for work accomplished when they deserve it.
5. A sense of belonging to an acceptable group and of feeling important is strong motivating forces to most people.
6. Fear is a strong motivating force, but is it negative in effect and normally diminishes with time.
7. Employees need to use their highest abilities and enjoy a sense of accomplishment on their jobs.
8. Employees need to achieve things of which they can be proud.
9. Employees prefer supervisors whom they respect and trust.
10. Giving information to employees about matters that concern them helps formulate an effective team.
11. A person is affected by the group of which he is a part and, in turn, affects the group's behavior.
12. Criticism or unfavorable comparison of an employee's work in public is resented by most employees; they dislike "losing face."
13. When doing their work incorrectly, employees want to be told about it along with the correct way.
14. Reprimands and remedial actions are expected by most employees when they violate established and known means of operations; most employees prefer not to have the soft, "good Joe" type of superior.

9 WAYS TO KEEP PEOPLE MOTIVATED

- **Don't look for errors all the time.** Check for accuracy with tact.
- **Avoid the patronizing tone.** It drips sarcasm and it can hurt people's feelings, even destroy their dignity.
- **Go easy on dictating choices.** Involve them in selecting alternatives, even if you do no more than ask what they think. It helps build commitment.
- **Never criticize a staffer in front of his peers.** It is devastating, can kindle strongly hostile feelings. Also, it diminishes status with coworkers, lowers productivity and generally hurts morale.
- **Consult people who have the needed expertise.** Do that even in situations where you're sure you don't need their input, or know what it is going to be. You don't have to follow the advice given, but asking for it boosts esteem.
- **Remember to praise people.** A pat on the back, especially when it seems spontaneous, is a great morale booster.
- **Listen.** It's the oldest management law around, however few execs do it well.
- **Guard against knocking the importance of any task.** Often done by managers too intent on getting their jobs done, and not in touch with the feelings of others.
- **Don't ignore people.** They'll read all kinds of things in your failure to say "hello" in the hall.

(Source: Reference #48)

THERE'S A NEED TO COMMUNICATE EFFECTIVELY

There's always CONFLICT which is INEVITABLE.

"SOURCES OF CONFLICT"

Aggressive Nature of **HUMANS (PEOPLE)**.

Competition for Limited **RESOURCES**.

Clashes of **VALUES** and **INTERESTS**.

ROLE-BASED Conflict

Drives for **POWER**

Poorly Defined **RESPONSIBILITIES**.

Introduction of **CHANGE**.

(Source: Numerous References)

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Do other people seem oversensitive?

CONSIDER THIS:

Other people's egos are ***LARGE***.

Other people's sensitivities are ***EXTENSIVE***.

Relationships are not ***STATIC***.

Your words can be ***UPSETTING***.

Negative feelings can ***ESCALATE***.

MANAGING CONFLICT!



Step 1: - Remain calm, cool and collected.

Step 2: - Use responsive listening to tune in what others are feeling.

Step 3: - Consider the personality traits involved.

Step 4: - Avoid emotion, use logic.

Step 5: - Communicate your point of view and your feelings.

Step 6: - Inform others of your expectations.

Step 7: - Communicate the consequences of expected changes.

(Source: References #2)

BEING FLEXIBLE

1. **Know yourself**

The impression you make on others

2. **Control Yourself**

*Give people time to be comfortable with you
Be tolerant of others behavior*

3. **Know others**

Their tension levels

4. **Do something for others**

*If you know what makes another person
comfortable, do so.*

UNDERSTANDING OTHERS

"The Cautious One"

IF THE OTHER PERSON --

Procrastinates...
Is overly sensitive
Is slow to change...
Doesn't delegate...
Withdraws under stress...

YOU NEED TO PROVIDE --

Stability
Fairness...
Attention...
Logic...

YOU CAN BETTER RELATE TO THIS PERSON BY --

Being sensitive to their feelings...
Being consistent...
Emphasizing the "big picture"...
Using facts and logic...
Asking for their input and opinions...
Talking facts, not opinion...
Setting timelines...

(Source: Numerous References)

UNDERSTANDING OTHERS

"The Assertive One"

IF THE OTHER PERSON --

- Is impatient...
- Not sensitive...
- Acts quickly...
- Lacks caution...
- Takes charge or attacks while under stress...

YOU NEED TO PROVIDE --

- Challenges...
- Recognition...
- Praise for accomplishment...
- A relaxed environment...

YOU CAN BETTER RELATE TO THIS PERSON BY --

- Getting them involved...
- Being more direct...
- Letting them "ventilate"...
- Staying in control...
- Making sure they're listening...
- Asking questions...

(Source: Numerous References)

UNDERSTANDING OTHERS

"The Idealistic One"

IF THE OTHER PERSON --

Avoids conflict...
Misallocates time...
Misrepresents facts...
Compromises too often...
Doesn't listen...
Acquiesces under stress...
Tends to exaggerate...

YOU NEED TO PROVIDE --

A platform for talking...
Freedom...
Appreciation...
Acceptance...

YOU CAN BETTER RELATE TO THIS PERSON BY --

Setting a deadline...
Requesting more facts...
Keeping them near people...
Making sure they're listening...
Stressing effects on materials, plans, and finances...
Suggesting they declare a course of action...
Being personable...

(Sources: Numerous References)

Working with Specific Types

TYPES OF MANAGER CHARACTERISTICS

1. **SHERMAN TANKS.** Hostile-aggressives who run over people with loudly stated opinions. Be direct, stand up for yourself. Give your opinion on the matter.
2. **SNIPERS.** Hostile-aggressives who depend on sarcasm to express dissatisfaction. Get it out on the table.
3. **EXPLODERS.** Hostile-aggressives who are disruptive with extreme expressions of emotion. Ignore them when they do this. Let these types wind down.
4. **COMPLAINERS.** They want an audience while they list everything that's wrong. Use reflective listening by paraphrasing their complaints and making noncommittal acknowledging sounds ("ums" and "ahs").
5. **ANALYSTS.** Indecisives who worry about making mistakes. They need verification of every decision and deadline. Don't offer too many options.
6. **BE-NICERS.** Indecisives who worry about making enemies. They provide unrealistic promises and may not be honest. Draw out their opinion without giving away your own.
7. **THE CLAMS.** People who won't say anything. Ask open ended questions, or say nothing yourself while you sit expectantly, awaiting a reply.
8. **REAL EXPERTS.** Know-it-alls who are often right but don't see their errors the rest of the time. Help them by asking about the results and consequences of their ideas.
9. **PHONY EXPERTS.** Know-it-alls who seldom have the right answers. Use an approach similar to the one for the real expert. Helping them use logic to come up with a better plan.



(Source: Numerous References)

Conflict Tips

If it's "a matter of principles"

--work toward compromise and consensus

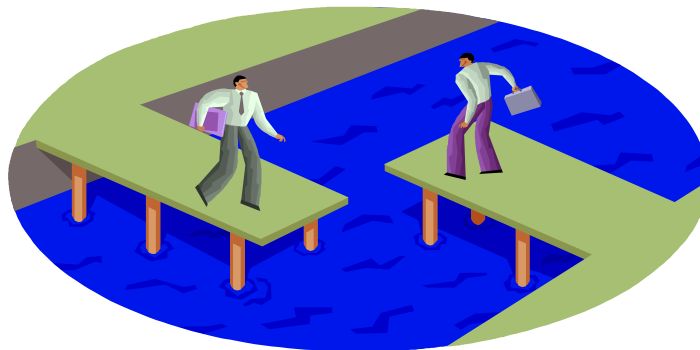
If it's "a matter of territory"

-- give in, it's not worth the time and effort

If there is an impasse ask...

"What would you like me to do?"

"If I could do anything to make this situation okay in your eyes, what would it be?"



-- Always avoid extreme positions. --

(Source: #10 & #20)

"Executives earning more than \$250,000 a year were asked to cite the primary factors in achieving success. Here is their list in order of importance:

- **Communication Skills**
- **Intelligence**
- **Integrity**
- **Experience**
- **A positive attitude**

--Lamalie Associates,
Management Consultants

HOW TO COMMUNICATE TRUST

1. ***SMILE.***
2. Be ***OPEN*** and ***FRIENDLY.***
3. Maintain ***EYE CONTACT.***
4. Use their ***NAME.***
5. Provide ***PERSONAL*** space.
6. ***LISTEN.***

COMMUNICATING INCLUDES:

ACTIVE LISTENING

Hearing is **MECHANICAL**.

Listening is **MENTAL**.

Listening is a powerful non-verbal message that can make a person feel that he or she is being understood.

Be **INTERESTED**.

Listen for the speaker's **true FEELINGS**.

Limit your **INTERRUPTIONS**.

Mirror back: **REPEAT** and **SUMMARIZE**.

Express your **FEELINGS**.

Show **SINCERITY**.

(Source: Numerous References)

EMOTIONAL CONTROL

1. Recognize the importance of emotional control to YOUR success and YOUR happiness in every phase of living and make a firm resolution to improve.
2. Start by forming the habit of waiting just a second or two before commenting on any subject.
3. When you find yourself getting irritated at "little" things, (such as poor service in a store), form the habit of relaxing physically and trying to look as if you were not angry or worried.
4. Form the habit of trying to look at a situation in retrospect. "If I look back at this incident next year, will it be serious?"



(Source: Numerous References)

HOW TO HANDLE COMPLAINTS -

THREE EASY STEPS

1. Listen for ***TONE*** and ***CONTENT***.

2. Build cooperation by acknowledging the problem.

Express ***REGRET*** or ***UNDERSTANDING***.

Find something to ***AGREE*** with.

STATE the facts.

3. *FIND* solutions together.

DEFINE the problem.

Identify the ***ALTERNATIVES***.

State what ***YOU*** can do.

Summarize the ***AGREEMENT***.

"Find their need and what will solve it."

(Sources: References #2 & #16)

PLANNING A SPEECH



Carnegie's time-proven rules for planning a specific speech begin with:

- 1) a strong audience-riveting opener, a fascinating incident, an arresting fact, suspense, or a promise that sets up the point you want to make;
- 2) support your point with evidence: statistics, expert testimony, analogies, a demonstration; and
- 3) tell your audience what must be done about your point-what action you want done about your point-what action you want them to take.

And remember these rules work only if you put yourself into your speech. Above all, you must create the contagious enthusiasm that can lead your audience to your conclusions. Keep the audience close to you. A small packed room is better than a large room that has lots of open spaces (*no Bingo halls*).






TWELVE ESSENTIALS FOR GOOD PRESENTATIONS

1. When possible, hold presentations in your conference room rather than in your client's. Speak close to your audience; make the room "crowded."
2. When you must use an unfamiliar facility, check it out beforehand, preferably allowing enough time to make changes in your audiovisual equipment if necessary. Learn where the electrical outlets are, how the lighting works, how good the acoustics are, and where you can prop up your displays. Don't forget the podium and microphone
3. Know your responsibilities to your audience. Entertain as well as educate!
4. Keep audiovisual aid to a minimum if you can't handle them. Presentations allow others to size you up, and if you look like a klutz in the process, you'll do yourself more harm than good.
5. If you use Powerpoint, keep each screen simple and easy to read. Use them only to illustrate main ideas. If it is necessary to go into greater detail, hand out printed supplements.
6. Tailor the presentation to meet the needs of and to influence the person in the audience most responsible for passing judgment on your ideas, rather than trying to entertain and impress everyone equally.
7. A crisp and formal style is better than a chatty and informal one to keep your audience focused and to demonstrate your control over the material.
8. Begin by summarizing briefly the points you'll cover. This will prepare the audience for your material.
9. Do not read from your screens, charts, or displays. This wastes time and bores your audience. Rather, coordinate your audiovisuals with your speech so that they pictorially illustrate what you are saying.
10. Don't leave up your displays when you are not referring to them. They're only distractions. Instead, shift to blank slides or pages between points to bring the audience's focus back to you.
11. Cover points increasing order of importance so that you can conclude on a strong note and leave your audience thinking.
12. Pass out handouts after you've finished speaking, so your audience won't be reading and shuffling them about during your speech.

(Source: Reference #15)

The Written Word

Do's & Don'ts

-  Do put suggestions and proposals in dated memos.
-  Do use memos to the boss to praise people.
-  Do back up your own job performance with a written record.
-  Don't ever write a memo when you're being set up.
-  Don't write memos in the heat of anger, they're career suicides.

(Source: Reference #48)

The Two Minute Conversation



Take advantage of chance encounters to control and monitor events.

When you informally meet a staff member:

Ask a couple of questions to receive a needed answer.

Reinforce the relationship by giving a compliment on recent work.

Get the staff member to do something you need to get done.

(Source: Reference #11)

PRAISE

RULES FOR PRAISE



1. Your message is more warmly received when you maintain eye contact with a relaxed and attentive body posture.
2. It is important to find a real area of strength to praise, for you must be sincere.
3. Make certain you know the person you are praising, and that the compliment is not offensive.



THINGS TO AVOID WHEN GIVING PRAISE

1. Avoid giving a praising statement which is followed by a "but."
2. Do not lay the praise on too thickly.
3. When praising, it is important to consider all the people who are present.
4. It is important to compliment without a hidden "agenda".



PRAISE

HOW TO RECEIVE PRAISE

1. Eye contact is important in receiving praise.
2. It is important to acknowledge praise by saying thank you and letting the other person know that it was kind of him or her to say that.
3. Very often a technique to stimulate further communication is for the receiver of praise to let the other person know some more about the quality which is being praised.

THINGS TO AVOID WHEN RECEIVING PRAISE

1. It is important when you are receiving praise not to put yourself down.
2. It is important not to follow praise by immediately praising the person who complemented you. This makes the other person feel uncomfortable.
3. When someone praises you, don't just sit there unresponsively with a blank expression on your face. Say something to acknowledge the compliment.

CRITICIZE POSITIVELY

No one enjoys criticism. Most people don't enjoy criticizing someone else, either, so often put it off. However, criticism can often be positive and productive. It all depends on how you do it.

1. **Think carefully before you say anything.** Too often, you are angry, or too intent on fixing the problem and you may barge ahead with very little thought. Stop and ask yourself exactly what you want to change, and why. What is the best way to approach the other person?
2. **Remember that the purpose of criticism should be to help the person improve performance.** You should never criticism to hurt, embarrass, shame, insult, or demean.
3. **Show your concern and desire to help.** Say how you are willing to help them. Offer specific solutions and directions.
4. **Try your best to affirm and strengthen the person's self-esteem.** Go over positives as well as negatives.
5. **Don't attack the person.** You can't change their attitude no matter how much you might want to. Focus on the mistakes not the person.
6. **Never use the WEB to criticize someone.**

Note: Positive criticism also gives the other person something to feel good about.

CRITICISM

RULES FOR GIVING CRITICISM

1. It is important to be in a relaxed and rational frame of mind before offering criticism.
2. Timing is crucial. You should always plan an appropriate time and place for criticism.
3. Look the other person directly in the eye and speak in a calm, controlled voice.
4. Always deal with the facts and send clear messages which:
 - A. Provide the other person with a factual, objective description of the unacceptable behavior.
 - B. State the real effect the behavior has on you and others.
 - C. State how you feel about the other person's behavior.
5. When possible, preface your criticism by giving the other person positive feedback regarding his or her strengths.
6. When possible, suggest an alternative form of behavior which can correct the situation.

CRITICISM

HOW TO RECEIVE CRITICISM

1. When criticism is imminent, calm yourself.
2. Look at the other person eye-to-eye.
3. Listen to the full statement instead of constantly interrupting and defending yourself. Do not distort or overreact to what's being said.
4. Consider whether the criticism is justified even though it may be difficult to accept.
5. Ask for clarification where needed.
6. Avoid losing control of your physical actions and voice by keeping calm.
7. If the criticism is justified:
 - A. Thank the other person for being honest with you.
 - B. Work out a process for correcting the difficulty with the assistance of the other person.
8. If the criticism is not justified:
 - A. In a calm, assertive manner, present your factual assessment of the situation and your reasons behind your actions.
 - B. Resist provoking an angry confrontation either by your tone of voice or by talking too much.
 - C. Don't criticize the other person in order to get your point across.

(Source: Reference #11)

APOLOGY

RULES FOR APOLOGIZING

1. Timing is essential. It is sometimes helpful to apologize twice. Once at the time of the incident and then later when the person has had a chance to calm down.
2. Conveying sincerity is essential.
3. Relax before apologizing.
4. Assume responsibility for your behavior.
5. Provide the other person with a clear statement as to how he feels about your error. "I understand how these unfair statements must have affected you."
6. It is important to explain briefly and accurately, in a non-defensive straightforward manner how the error occurred.
7. In your discussion with the other party, you might indicate what you can do to avoid the same incident in the future.

THINGS TO AVOID IN APOLOGIZING

1. As you apologize, avoid simultaneously pointing out the other person's similar mistakes.
2. Avoid apologizing where you blame someone else for the problem.
3. Apologize directly to the person with whom you have had a problem -- do not rely on others to convey your message of apology for you.
4. Make certain that you only apologize when you feel you are wrong. Do not apologize just for the sake of keeping peace.
5. Do not substitute bribery, such as giving gifts, in order to avoid face-to-face contact. However, there is nothing wrong with a small token or gift accompanying a verbal apology.

(Source: Reference #11)

APOLOGY

HOW TO RECEIVE APOLOGIES

1. Do not reject the other person, no matter how angry you might feel. Listen carefully to the person's explanation.
2. Thank the person for the apology and try to respond positively. If you feel anger, try to express it in a constructive, assertive manner.
3. Communicate how good the apology makes you feel.
4. After the apology, when appropriate, ask the other person to work out a cooperative solution where everyone is a winner.

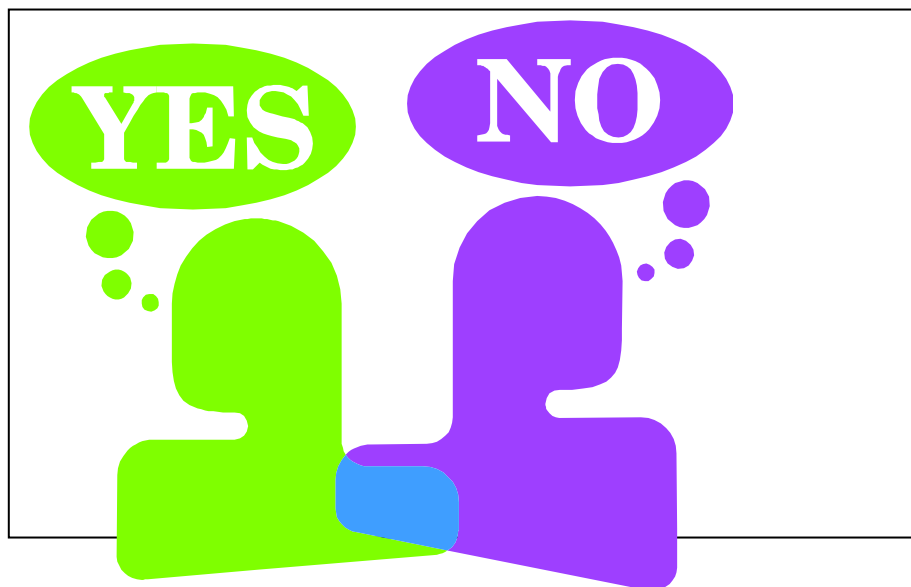
DIFFICULTIES IN APOLOGIZING

1. Some people feel the need to be perfect; therefore, they experience extreme difficulty admitting that they are wrong. These "perfect" individuals rarely apologize and frequently do not see or want to admit their errors.
2. Many people have a fragile self-image and fear that an admission of being wrong will cause others to lose faith in them.
3. Some people have poor communication skills and, even though they feel apologizing is important, find it difficult to find the right words at the right time.
4. Very often, people in high status positions feel that apologizing is a condescending behavior which will reduce their status and diminish their ability to manage others.
5. Some individuals with poor social skills assume that apologizing is just not important. They simply don't see the point in apologizing.

(Source: Reference #11)

Saying NO Diplomatically

- 1. Show your understanding.** *"I am listening to your opinion, and I take it into account before I state my opinion."*
- 2. Show Respect for opinion.** *"I heard you and respect your opinion."*
- 3. State your position.** *"I don't agree but I value you."*
- 4. Maintain proper eye contact, voice control, body language.**
- 5. Tell the other person the reason for your "No".**
- 6. Use firm, honest, and direct responses.**



(Source: Reference #16)

LETTER WRITING








REMEMBER!

Your letter/memo/email is you speaking!

The reader *cannot see* your facial expression!

The reader *cannot hear the tone* of your voice!

Checklist for Letter/Memo/Email Writers

-  Is my letter easy to understand?
-  Does it state the main point at the opening?
-  Is the tone friendly?
-  Is it accurate, specific and complete?
-  What word or expression might be misunderstood?
-  Does it show an active interest in the reader?
-  If I were in the reader's place would I respond favorably?

And do not forget.....

****Emails can, and often are forwarded to others....
unknown to you!!***

****Your emails, if on the company's server, can be read by the
boss!***

Also, from a home account.....

****People have been fired, or forced to resign for their Twitter posts****

(Source: Numerous References)

SELF-IMAGE POINTERS

- 1. Smile**
- 2. Associate with positive people**
- 3. Look your best**
- 4. Believe in yourself**
- 5. Speak positively**
- 6. Focus on positive moods**
- 7. Use positive body language**
- 8. Display a positive imagination**



(Source: Reference #15)

Causes of Job Stress

1. **ROLE AMBIGUITY.** Not having enough information about your job.
2. **ROLE CONFLICT.** Having to carry out conflicting demands.
3. **ROLE OVERLOAD.** Having to work on too many projects at once and having to work beyond your "skills, abilities, and knowledge."
4. **ORGANIZATIONAL TERRITORY.** Having to work where you don't feel you belong.
5. **RESPONSIBILITY FOR PEOPLE.** Having too little or too much.
6. **POOR RELATIONS WITH OTHERS.** Poor communication, which results in too little trust and support from others.
7. **PARTICIPATION.** Being excluded from decision making.
8. **OCCUPATIONAL DIFFERENCES.** Factors inherent in the job which create stress.



(Source: Reference #19)

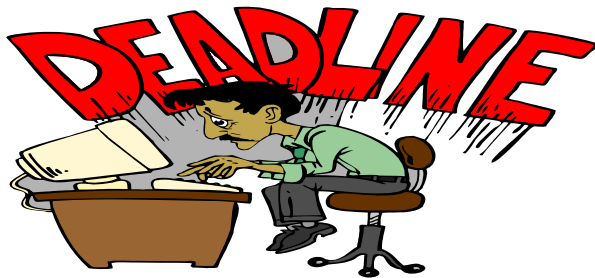
Assuring Job Power

1. Be compatible with your superiors.
2. Get your duties in writing.
3. Acquire subordinates who are technically competent, reliable and loyal.
4. Establish alliances.
5. Control budgets.
6. Establish lines of communication.
7. Accept advice cautiously.
8. Separate personal feelings from decision making.
9. Be flexible.
10. Stall when ordered to do something that is wrong.
11. Be tough.
12. Recognize the grapevine.
13. Sell yourself.
14. Listen.

(Source: Reference #35)

RUSH JOBS

- Clarify your goals.
- Take time to plan.
- Collect the materials.
- Isolate yourself.
- Psyche yourself up.
- Concentrate your energy.
- Expect to meet the deadline.



(Source: Reference #49)

Power Indicators

YOU HAVE POWER IF:

1. You can help someone on the outs with the company.
2. You can get good jobs for those under you.
3. You can get good raises for those under you.
4. You can get your concerns aired at meetings.
5. You are allowed to go over the budget.
6. You can get to top management quickly.
7. You can get to top management frequently.
8. You are kept informed about plans and decisions as they occur.

(Source: Reference #27)

Handling Yourself & Others

SUPERIORS

- * Show them loyalty
- * Give them credit

PEERS

- * Know what they want
- * Get it for them

SUBORDINATES

- * Understand that you are
a respected figure
- * Provide equal consideration

YOU

- * Know when to talk
- * Know when to listen
- * Know when to put it in writing

(Source: Numerous References)

KNOW YOUR JOB

- Study your job description.
- Write a current mission statement for your position.
- Identify 3-6 areas where your effective performance is critical for your job and district.
- Focus on essential functions.
- Get input from your boss.
- Share your goals, method, and aspirations with your staff.



(Source: Reference #43)

GETTING TOUGH WITH PAPER

Ask yourself --

1. Is this only for my perusal, and have I now perused it?
2. Does this information exist elsewhere (i.e. personal computer, WEB, other file)?
3. Is the information current?
4. Under what circumstances would you want this information? ("Just in case" will not suffice.)
5. What is the worst possible thing that could befall you if you were separated from this piece of paper?



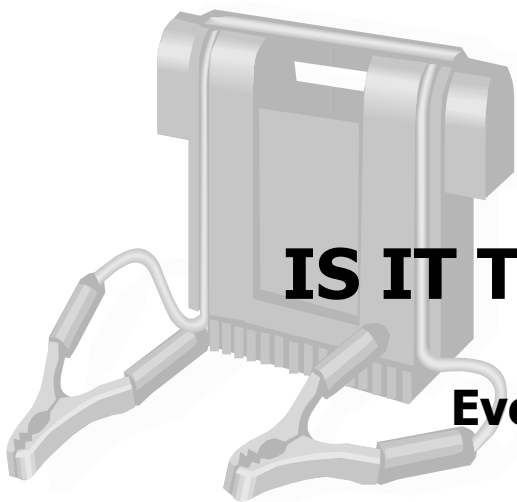
We never use 80% of the paper we collect.

(Source: Reference #20 & #23)

REMEMBERING NAMES

- ❖ Repeat and pronounce the person's name you're introduced to
- ❖ Repeat the name often while you chat.
- ❖ Use word association to help.
- ❖ Look at the name tag or ask for a business card.
- ❖ If two people need to be introduced and you can't remember a name..... ask, "*Do you know each other.*" (They'll probably shake hands and introduce themselves.).

(Source: Reference #49)



IS IT TIME TO RECHARGE

Every so often we should:

Make a careful analysis of the institution's needs, and of your own. Look for common areas.

Draft a set of goals that support those needs. Both near-term and long-term ones are needed.

Define and acquire skills to enable you to reach your goals. *Example: Cultivate the ability to listen without interrupting other people.*

Use techniques to keep those skills active. Without such techniques, you'll soon lapse back into your old patterns. *Example: If you flew off the handle at meetings, prepare ahead of time to keep it from happening again.*

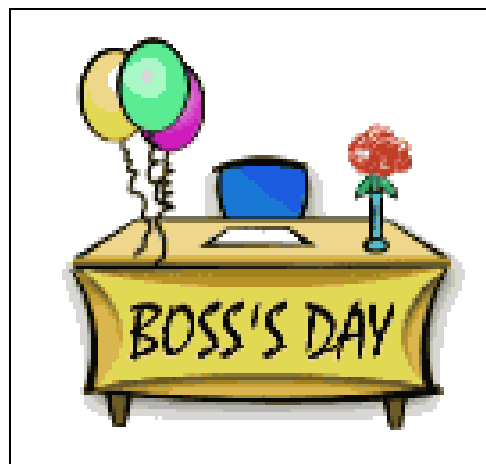
The New Boss

Guidelines for a Good Start

- 1. Remember, what worked in the past may not work in the future.**
- 2. Create a good first impression.**
- 3. Be flexible and open for change.**
- 4. Help your boss as much as you can.**
- 5. Find out what priorities are most important to your new boss.**
- 6. Don't complain about your new boss.**
- 7. Make him or her look like a winner.**
- 8. Be prepared for change.**
- 9. Open lines of communication.**
- 10. Act as if you have a new job.**

Manage Your Boss

- Change yourself, not your boss.
- Do the assignment right by first *knowing* what he/she means.
- Make sure your priorities are in sync.
- Forget what your last boss wanted.
- Build on his/her strengths, not weaknesses.
- Help your boss look good.



(Sources: Reference #48

CAREER BLUNDERS

More than one career has been sandbagged by thoughtless political mistakes. Here is a list to refresh your memory.

- **Never surprise your boss.** It's a cardinal rule of management: "No surprises, please." It's not only the unexpected nature of your news, but the circumstances as well. Smart executives know they must always preserve their boss's face, even at cost to their own. They don't, for example, spring bad or good news on him at a meeting where it's clear he doesn't know the information. Always make sure he's as well-prepared as you can make him.
- **Bypass your boss only when you know your peril.** Never do it thoughtlessly or in a fit of pique or anger. It's one of the riskiest ploys in office politics, and should be attempted only if there is no other way out.
- **Beware of public disloyalty to your institution.** It's okay to vent your feelings in private, at home or with close out of town friends. But watch your language in the office or in nearby restaurants. If it gets back that you have bad-mouthed the company-and too often it does-you can do your career real damage.
- **Don't be a pest.** Becoming one is easy in a climate where assertiveness is prized. Managers who insist on making their point, no matter what the cost, are only hurting themselves.
- **Avoid the "Always No Man" label at all cost.** Executives who cultivate the "no" image lose stature with their peers and are regarded as peevish mavericks at meetings. Use your "no" judiciously and always back it up with facts and figures.
- **Never turn down a request from top management.** It doesn't matter that your department is overloaded; you can't spare the manpower, etc. Always start your conversation with "Of course, we'll do it." Then negotiate time and resources.

(Source: Reference #48)

Assuring Job Power

1. Be compatible with your superiors.
2. Get your duties in writing.
3. Acquire subordinates who are technically competent, reliable and loyal.
4. Establish alliances.
5. Control budgets.
6. Establish lines of communication.
7. Accept advice cautiously.
8. Separate personal feelings from decision making.
9. Be flexible.
10. Stall when ordered to do something that is wrong.
11. Be tough.
12. Recognize the grapevine.
13. Sell yourself.
14. Listen.

Workload to Heavy?

- Don't blow off steam about your workload -- everyone is working hard.
- Accentuate the positive.
- Keep your boss informed by listing your
 - projects and your deadlines.
- Select what's important, NOT what needs
 - to be done. (Your clues are district goals,
 - your boss's views.)



ARE YOU ON THE OUTS? HERE'S SOME CLUES.....

1. No one stops by your desk to chat anymore, and you haven't been invited to a co-worker's house for dinner in months.
2. No one seems to want to have lunch with you anymore.
3. You're being included in fewer meetings than you used to be.
4. You're being offered fewer assignments or assignments you can't possibly accept because of personal or professional conflicts which are common knowledge.
5. No one checks in with you before new people are hired in your department.
6. You're not getting as many memos as you once did or are asked to make few presentations.
7. Newer people are getting promotions and raises faster than you are.
8. Outside management consultants have been asking about your job responsibilities but haven't been asking others about theirs.
9. The personnel department wants you to take a series of tests that no one else is taking.
10. People keep telling you about other jobs you'd be great at.
11. You are overdue for a job evaluation session, or when you have one, it's not so good.
12. You are being volunteered for projects that keep you busy in the community and out of your office.
13. New people are being brought in to help you out with projects you've been working on for months.
14. Organizational or policy changes catch you by surprise.
15. You've been asked to share your secretary with someone.
16. You've been told you need a vacation.

(Source: Reference #29)

AN EFFECTIVE TERMINATION

The beginning of new plans --

- **Never fire anybody in anger,** no matter how grievous the provocation. It puts you on the defensive and makes you look bad. Emotion has no place in the termination process any more than it does in other business decisions. And that's what termination is: a simple business decision.
- **Get input from your peers.** Look for a saving grace that you may have overlooked. Use others as sounding boards and sources of feedback. Weigh such information carefully, but don't let it determine your decision.
- **Be positive.** You have good reasons for firing this employee. Yes, it is hard on him, and of course you sympathize with his plight (at least most of the time), but your decision is taken for the good of the company and that should be uppermost in your mind. And remember that you may be doing him a favor. He's going nowhere and wasting precious career time.
- **Go to his office.** Never have him/her come to yours. That's unconventional wisdom. You want control of the time and to be able to leave when you're through. Stand, don't sit down. It makes ending the interview easier.
- **Fire at the end of the day on which you have made your final decision.** Don't wait till Friday, and don't fire at eleven a.m., because that leaves too much time for him to hang around, mope, and complain to others. Encourage him to leave as quickly as possible.
- **Don't waste time on trivia or chitchat.** Tell him outright why you're there. Limit your introduction to "I'm afraid I have some bad news" and then get to the point.
- **Don't show any defensiveness about your decision,** no matter how long it took you to reach it or how painful it was. Once taken, you can't afford being tentative about it. He'll jump at any sign of indecisiveness.

*Termination may never be needed if all employees read and follow
"Leadership Insights."*

(Source: Reference #48)

Image Contributes to Your Success

1. **CLOTHES.** People make assumptions about your position, your family background, and your education based on what they see you wearing. The trick is to dress the way you want to be seen, not according to your own tastes or preferences.
2. **MANNERS.** People make assumptions about your upbringing, your worldliness, and your feelings for them based on what they see you doing or not doing in social situations. You must realize not only that manners are important, but also that you probably don't know everything there is to know on the subject and should do some research.
3. **SPEECH.** What you say and the way you say it can trigger prejudice against you faster than anything else you do. Poor grammar will reflect not only on your education, but also -- perhaps inferring your intelligence. A thick accent will link you to all the negative stereotypes people form about the ethnic groups and regions. More often than not, such problems need the help of a professional to be corrected.
4. **VOICE.** When you speak in an unnatural voice, you not only hurt your vocal cords, but also influence people's impression of you. When you speak in a high, thin voice or a low, gravelly voice, you project an image that may undercut what you are trying to say. You may need the services of a voice coach who can show you how to speak in a comfortable, easy-to-listen-to manner.
5. **TEETH.** Cosmetic dentists are now suggesting that people judge you by what they see in your mouth. Big canine teeth can make you look overly aggressive, and buck teeth can make you look stupid. By having such problems corrected, you will be able to project a more accurate and pleasing image.
6. **WEIGHT.** Unfortunately, overweight people are often discriminated against at work. People expect fast-trackers to have a lean and hungry look. And they expect well-rounded executives to take care of their bodies and their health as well as they take care of business. Therefore, if for no other reason than your career, you must be conscientious about exercise and diet.

(Source: Reference #15)

"A Potpourri of Facts & Quotes"

1. "The deepest principle of human nature is the desire to be appreciated"--William James.
2. Nothing serves an organization better--especially during times of agonizing doubts and uncertainties--than leadership that knows what it wants, communicates those intentions, positions itself correctly, and empowers its workforce.
3. To persuade - present the facts.
4. Unless people believe in us, they will not believe what we say.
5. Leaders accept others as they are, not as they would like them to be.
6. Our success and happiness depend upon the attitude and actions of other people toward us.
7. The attitude of other people is determined by our control of our own attitude toward them.
8. Real leaders don't need constant approval from their subordinates.
9. More persons lose their jobs because of some personal eccentricity than for lack of skill or technical knowledge.
10. Fellow employees, their opinions of you, may make or break you.
11. Conditions are never ideal in this world of human fallibility. We have to get along with people as long as we live; that's the regular part of the job and life.
12. To survive, every human being must continually readjust to his/her environment. That means to accept people.
13. Each person is the center of his/her own universe--people are self-centered by nature. People want to be recognized.
14. Managers are people who do things right and leaders are people who do the right things.

15. Basic Rule - Think, act and speak in terms of the other person's interest.
16. People have three basic drives: to survive, to reproduce and to be recognized as individuals.
17. I know if anyone dislikes me it is because they don't really know me or understand my intentions. I make it a rule to remedy that, to get to know the person. Whenever I hear someone has said something critical about me, I find a way to do that person a favor.
18. When you try to control people through deceit or entrapment, nobody wins.
19. Building Trust: Honor your commitments.
20. Don't give in to the temptation to criticize.
21. The way to achieve success is first to have definite, clear, practical ideas - a goal, an objective. Second, have the necessary means to achieve your ends - wisdom, money, materials, and methods. Third, adjust all your means to that end.
- Aristotle
22. It's not what happens to me, but how I handle it that determines my success!
23. A leader commits people to action and converts followers into leaders.
24. Unless the boss believes in and understands sound management principles, no manager under him can consistently apply them and make them work.
- Joe Mullins
25. No matter how immature someone may act, you can always respond in a mature manner.
- Joe Mullins
26. The best executive is one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while doing it.
- Theodore Roosevelt
27. Negotiations - Have a best alternative to a negotiated agreement... consider the other sides best alternative.

28. Negotiating - Always allow for face-saving on both sides.
29. A Leadership Definition- Leadership influences people to strive willingly to achieve group objectives.
30. Good management is the art of making difficult things simple, not simple things difficult.
31. Money and recognition are the two most powerful rewards.
32. Everyone works smarter when there's something in it for them.
(World's Greatest Management Principle)
33. Everyone needs to know what quality is and is not.
34. Because we are self-centered, we seldom realize it when we are discourteous.
35. Executive and Words - The high executives are promoted, the more they must deal with words.
36. Rank and Desk Sizes - There's an inverse correlation between the size of a person's desk and the technical need for that size. The less technical need for a large desk a person has, the bigger it seems to become.
37. You have a "Happy Shop" if you: a) have clear priorities, b) praise individuals in public and c) handle feuds quickly.
38. There is great satisfaction when you know you're the best!
39. Tactless habits that belittle people set powerful influences to work against the tactless one.
40. Just ignoring people may cause deep resentment.
41. Always take every honest opportunity to say and do those things which make people feel bigger, better, and more important.
42. Never, unless it is absolutely necessary for their own good or unless circumstances allow no alternative say or do those things, even a joke, which may hurt people's feelings, which make them feel smaller, meaner or less important.
43. Every leader needs to look back once in awhile to make sure he has followers.

44. The sign on Ted Turner's desk: "Either lead, follow or get out of the way!"
45. "If I went back to college again, I'd concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively".
- President Gerald R. Ford
46. Occasional failure is the price of improvement.
47. Success is a journey, not a destination
48. The speed of all leaders determines the rate of the team.
49. Some people dream of success, while others wake up and do it.
50. Attitude makes the difference.
51. Leadership - the ability to direct individual accomplishments toward organizational goals.
52. Pride - a commitment to excellence.
53. Reacting - we cannot direct the wind, but we can adjust the sails.
54. Failure - The people who fail are those who never try.
55. The boss -- the man on top of the mountain didn't fall there.
56. Each 24 hours, the world turns over on someone who is sitting on top of it.
57. A person never stands so tall as when s/he stoops to help a crippled child.
58. "There are two educations. One should teach us how to make a living and the other how to live."
- John Truslow Adams
59. Drill -- "The development of memory at the expense of the imagination."
- Owen Johnson
60. "To develop the personality of the individual and the significance of his life to himself and to others."
-Grayson Kirk

61. "To help the child in its own battle, to strengthen it and equip it to the ends which the child's own spirit is obscurely seeking."
- Bertrand Russell
62. "Idealism increases in direct proportion to one's distance from the problem."
- John Galsworthy
63. "We owe almost all our knowledge not to those who have agreed but to those who have differed."
- Charles Caleb Colton
64. "No easy problem ever comes to the President of the United States. If they are easy to solve, somebody else has solved them."
- John F. Kennedy, 1962
65. You can teach a student a lesson for a day; but if you can teach him to learn by creating curiosity, he will continue the learning process as long as he lives.
66. "A real friend is one who walks in when the rest of the world walks out."
67. "When you reach for the stars, you may not quite get them, but you won't come up with a handful of mud either."
Leo Burnett
68. "Don't judge each day by the harvest you reap, but by the seeds you plant."
Robert Louis Stevenson
69. "If you want to build a ship, don't herd people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."
Antoine de Saint-Exupery
70. "Striving for excellence motivates you; striving for perfection is demoralizing."
Harriet Braiker
71. "To handle yourself, use your head; to handle others, use your heart."
Donald Laird
72. "Great spirits have always found violent opposition from mediocre minds."
Albert Einstein

73. "Anyone who has never made a mistake has never tried anything new."
Albert Einstein
74. "Problems cannot be solved at the same level of awareness that created them."
Donald Laird
75. "A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better."
Jim Rohn
76. "Management works in the system. Leadership works on the system."
Stephen R. Covey
77. "Outstanding leaders go out of the way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish."
Sam Walton
78. "Management is doing things right; leadership is doing the right things."
Peter F. Drucker
79. "Leadership is the art of getting someone else to do something you want done because he wants to do it."
Dwight Eisenhower
80. "The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it."
Theodore Roosevelt
81. "Never look down on anybody unless you're helping him up."
Jesse Jackson
82. "Nothing is particularly hard if you divide it into small jobs."
Henry Ford
83. "Do not confuse motion and progress. A rocking horse keeps moving but does not make any progress."
Alfred A. Montapert
84. "Drowning in data, yet starved of information."
Ruth Stanat in The Intelligent Organization
85. "Where there is no vision, the people perish."
Proverbs 29:18

86. "Kind words can be short and easy to speak, but their echoes are truly endless."

Mother Theresa

87. "Quality has to be caused, not controlled."

Philip Crosby – Reflections on Quality

88. "The world is round and the place which may seem like the end of the earth, may also be only the beginning."

Ivy Baker Priest

89. When you change the way you look at something, the thing you look at will change.

.....*Harvey MacKay*

90. "If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

Jack Welch

91. "The most important thing about motivation is goal setting. You should always have a goal."

Francie Larrieu Smith

92. "Leadership is doing what is right when no one is watching."

George Van Valkenburg

93. You are always selling yourself.

.....*Harvey Mackay*

94. "Quality is the goal of continuous improvement."

James Lewis, Jr.

95. To lead people, walk beside them...

As for the best leaders, the people do not notice their existence.

The next best, the people honor and praise.

The next, the people fear;

And the next, the people hate...

When the best leader's work is done the people say,

We did it ourselves!"

Lao-tsu

WEB Site Search Terms

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Harvey Mackay

...and any other key words in this book.

“Techniques I Need to Remember”

[illegible]

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