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Change Your Attitude
Creating Success One Thought at a Time

By
Tom Bay
and
David Macpherson

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Dedication

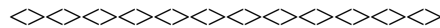
With a great amount of pride, joy, and certainly humility I dedicate this set of written pages to my outstanding family: Cathy, my very supportive and caring wife, who has always been there for me. . .sometimes pushing, sometimes pulling, and always loving and understanding.

My sons David and Paul they have been with me through thick and thin and have become my idols. David and Paul are the personification of a commitment to excellence in all they have pursued in life. . .as sons, as friends, and now husbands. I am proud.

Margie and Renée, my daughters-in-law, have given our family a wonderful gift of balance. Their outward beauty is a direct reflection of their inner spirituality and love.

Brian and Lauren, my grandchildren, give me constant reason to always have the right attitude.

TOM BAY



I dedicate this book to my wife and my stepchildren.

I thank them for their understanding and, most of all, for their friendship, laughter, and love. Nobody knows my attitudes toward almost everything better than my wife, Buck, and my stepchildren, Tami and Nick Taylor, and Shelley and her husband Doug Borgerson.

Nobody has put up with the writing of this book more than my family. Nobody has taught me more about the right attitudes for successful relationships than my family. Nobody has loved me more than these people. I really didn't practice the right attitudes until I was married for several years. My deepest apologies to all the folks, especially my friends and relatives, who were kind enough to tolerate my wrong attitudes, let's say up to 1990.

DAVID MACPHERSON

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From Tom

For 41 years, Marvin and Lauretta Bay have been the cause of my right attitude; they adopted me at the age of four. God bless their souls.

David Macpherson, my partner, has shared his vision and original concept for *Change Your Attitude*, as well as his loving friendship. I look forward to sharing many more accomplishments with you, David.

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Luann Peterson, my assistant, manager, and close friend, always makes me look good. Luann has a special gift of getting things done without complaining. Thanks, Luann, for always tying up my loose ends.

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From David

Mac and Jane Macpherson were my first heroes; I thank them and God for my life. I thank my brothers, Jim, Don, and Sandy for always being there. I also thank Buck, Shelley, Tami, Nick, and Winston for making my life so enjoyable, and J. J. Taylor for his continuing inspiration.

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While assembling my acknowledgments, I remembered my mentors, heroes, and those past and present who enjoyed having a good time and shared that attitude with me. Their right attitudes toward life have impressed me and sometimes even influenced me. I should have paid more attention to these people at the time, but then, I have a Yellow personality and we Yellows don't always pay attention. (See Chapter 6 for an explanation of the color code.) I appreciate their wonderful attitudes in action. I salute and admire each one. I also recommend that readers make a list of people whose attitudes toward life have helped them—it's a wonderful, enlightening, experience. And remember, you are on someone else's list.

Contents

Preface	
You <i>Can</i> Change Your Attitude	9
Chapter 1	
Assessing Your Attitude	11
Chapter 2	
Relishing Reality with Its Responsibilities and Risks	33
Chapter 3	
Igniting Imagination, Innovation, and Integrity	65
Chapter 4	
Nourishing Goals Through Greatness and Graciousness	92
Chapter 5	
Enjoying Humor and Healthy Habits	117
Chapter 6	
Appreciating Time to Think and Trust	146
Chapter 7	
Celebrating Your Balanced, 360-Degree Life	178
Endnotes	209
About the Authors	219
Index	221

Preface

You Can Change Your Attitude

Change Your Attitude: Creating Success One Thought at a Time is a fast-paced reality check presenting right attitudes that can help you achieve success and happiness. Our approach is one that you learned when you were a child: show and tell. After describing each attitude and ways you can develop it, we show you people and organizations demonstrating that right attitude. *Change Your Attitude* profiles the right attitudes of people, companies, communities, and social agencies from around the globe. Although many examples are well-known, most are ordinary people with extraordinary attitudes. Our message is simple: If these people changed their attitudes, you can change yours.

In addition to giving you real-life examples, *Change Your Attitude* provides spaces for you to record reflections about your attitudes, as well as suggestions for journaling topics. *Change Your Attitude* concludes by describing a major attitude adjustment: living a 360-degree life in which no single facet of your life dominates the others. Stress, workaholism, and burnout can unbalance your life, so we list steps you can take to eliminate these wrong attitudes. *Change Your Attitude* is a book you'll refer back to whenever you need a lift or a laugh, whenever you are tempted to cover your. . . (well, you know), instead of changing your attitude.

Chapter 1 Assessing Your Attitude

"What life means to us is determined not so much by what life brings to us as by the attitude we bring to life; not so much by what happens to us as by our reaction to what happens."

Reverend Lewis L. Dunnington

Even though we now believe that people pretty much get what they expect to get, we weren't always so smart. David remembers arriving at a meeting for trainers with the enthusiasm of a high school student attending a required awards assembly. His attitude became even worse when he noticed a politician was one of the keynote speakers. He was really disappointed this meeting was supposed to be a reward for great work. Why bore everyone with a politician? That was the wrong attitude!

That politician was the retired senator from Utah, Jake Garn. He is also a retired Navy and Air National Guard jet pilot and a retired Reserve Air Force brigadier general. For four years, Garn served as mayor of Salt Lake City, and for 18 years he was a U.S. Senator.

On April 12, 1985, the fourth anniversary of the first space shuttle's ascent, Garn flew on the *Discovery*. Garn recounted his experiences in space for one swift hour. With passion, conviction, interest, and

wonder he spoke of "one of the most sacred and humbling experiences" of his life. "From 300 miles in space as you look on the planet we share, you see that the way we treat each other does not make any sense." Jake Garn's space trip deepened his conviction to serve others. In his mid-60s, he continues to work in the private sector and serves on as many not-for-profit boards as he can. David asked Garn to what he attributed his attitudes of service and adventure. He answered that it was the way he was raised, and added, "My mother never had a bad day. She wouldn't allow it."

Now that we've set the stage with some right attitudes, we'll look at what makes up the wrong attitude. After that, we will introduce the right attitude and explain how you can develop it.

The Wrong Attitude

The wrong attitude has these characteristics:

- Worrying about things that can't be controlled.

- Rushing to judgment.

- Overreacting.

- Neglecting areas of control.

- Giving up too soon.

A wrong attitude is any thinking that causes us to act in ways that hurt us or isolate us from others. We have attitudes about everything: ourselves, home, others, money, sex, jobs, schools, neighbors, and so on. We choose whether our attitudes will improve who we are or hurt others. A wrong attitude results in stress for the person who holds it and for anyone within shouting distance. These people have wrong attitudes:

- Worriers. These people are God wannabes who think they control the universe. No one taught them how to distinguish between the things they control (their lives) and those they cannot control (the weather).

- Understanding that difference alone could reduce their worrying by at least three-quarters. With wrinkled brows and hunched shoulders, worriers have nothing to show for their wasted time and energy.

- Unfortunately, worrying makes them too tired to take care of the things they really can control.

People who rush to judgment. These people don't believe in hearing both sides of a story; they prefer jumping to conclusions. Once they have decided who is wrong, that's it, end of story. After all, just how many times can they make up their minds?

Overreactors. They have short fuses; they impugn evil intent in the most benign situations and demand revenge for every real or imagined slight. Overreactors are the most likely to actually follow through when they say that they are going to murder someone. Their anger reaches the guilty and innocent alike. Overreactors originated the phrase "*Ready, fire, aim.*" If you see an overreactor, keep your distance.

Neglecters. They are perpetual children who abdicate their responsibilities to family, friends, or employers. While blissfully ignoring major parts of their lives, neglecters become obsessed with one thing. Sometimes it's work; sometimes it's the Internet; sometimes it's sports or shopping; sometimes it's drinking, gambling, or partying. Just about anything that has no responsibilities attached will do.

Those who give up too soon. These people have resigned from life. Already dead but not buried, they feel empty and powerless; with what little strength they have left, they manage to spread negativity. Charter members of Depressing Thoughts "R" Us, they kibbitz about life's unfairness and society's swift decent to hell. Everything is just as bad as they always thought it would be; and everyone else is getting worse every day.

For many of us, these characteristics of a wrong attitude are uncomfortably familiar, because we have the seeds of each within ourselves. We can activate these wrong attitudes as easily as we do the right attitudes; fortunately, the choice is a personal one that is revocable. The ability to change is our birthright; all we have to do is accept it.

Wrong Attitudes in Action

In February 1996, nine out of 10 Americans believed incivility was a serious problem. A *U.S. News/Bozell* Worldwide poll found that

more than 90 percent of those surveyed believed incivility contributed to violence; 85 percent agreed that it divided the national community and eroded healthy values. 1 Eradicating incivility should keep all of us busy for some time. Here are some examples of that incivility.

After receiving a faxed order, a businessman called the jewelry store that had faxed him the order. Lacking the name of a contact person, he asked for the owner. After identifying himself to the owner, he added, "How are you today? The response was loud and immediate, "I don't have time for small talk, what do you want? Upon hearing the reason for the call, the owner said, "Well, you should have asked for the office manager." Then he handed the phone off saying, "Here, you should have answered this yoyo's call. I'm too busy." Well, the owner got that right he should never answer a phone.

Aggressive driving behavior, a.k.a. road rage, caused almost 27,600 of the nation's 41,907 fatalities in 1996. National Highway Traffic Safety Administration chief Ricardo Martinez said aggressive drivers speed, tailgate, weave, pass on the right, run stop signs and lights, make hand and facial gestures, scream, honk, and flash their lights. Martinez said that these people "climb into the anonymity of an automobile and take out their frustrations on others at any time." After a steady decline, highway deaths have increased slightly for the last four years. That's far too much road rage.

Although the "Soup Nazi" episode was a hit for *Seinfeld*, such outrageous people are always funnier on TV than in real life. On the sitcom, the Soup Nazi established rules for how people should order his soup. One minor slip-up, and no delicious soup with bread. If he simply did not like the way someone looked, no delicious soup and bread.

In real life, dealing with people so compulsively protective of their turf is more frustrating than funny. From the stories we've heard, we know that every company has at least one "Turf Nazi." For instance, a clerk at a package mailing service answered a request for 100 postcard stamps like this: "I can't sell you that many. If I sell you all our post

card stamps, I won't have any for anyone else." This service provider's message: I'm in charge here and I don't want customers who may come in to buy stamps to think we're inefficient because we're out of stamps, so we won't sell them to you so we can sell them to others, unless of course, they want too many stamps, in which case they're out of luck, too.

And then there was the waiter who took drink orders at a table and promptly returned with the drinks. As the waiter placed a glass before his last customer, she looked up in puzzlement. "That's not what I ordered," she said. Studying his order pad, the waiter read: Strawberry daiquiri with whipped cream. The waiter looked his customer in the eye and crowed in triumph, "That's *exactly* what you ordered." "Oh, no," she replied, holding her ground and raising her voice. Fortunately for everyone concerned, the manager appeared to whisk the offending drink away and motion another waiter into action. The offending waiter had confused his need to be right with his duty to fulfill a customer's desires.

The preceding examples document our belief that it is time for large-scale attitude makeovers. Need more proof? What about talk radio, television talk shows, the political climate in Washington, strikes in various professional sports, and pro-life and pro-choice hate-fests? Greed has replaced responsibility, nastiness has knocked out humor, and obnoxiousness has buried graciousness. However, as the following stories will prove, there are still signs of hope:

The California Employment Development Department in Santa Ana recently received an envelope bulging with \$2,500 in cash. The enclosed anonymous note was addressed "To whom it may concern" and read: "Several years ago I was laid off from my job and I collected unemployment for a little while. . . . Now, thank the Lord that I have the money to pay back the state."

Prior to the 1996 Olympics in Atlanta, the Olympic Torch Relay made its way through the United States. As was true of most small communities along the way, hundreds lined the streets of Marysville, Ohio. Some of the biggest

cheers came as Kevin McCoy received the torch. A couple of days later, McCoy graduated from high school where he had been active in the Fellowship of Christian Athletes and a manager for the football team. The 18-year-old was also a Drug Abuse Resistance Education role model. McCoy has spina, bifida; because he needed both hands to move his wheelchair, the torch was hooked to his chair.

At a 1996 Ku Klux Klan rally in Ann Arbor, Michigan, things got violent when anti-Klan protesters saw a Confederate flag on a man's jacket and beat him to the ground. Keshia Thomas, a black 18-year-old, threw herself between the protesters and the KKK supporter. She clearly realized that you can't fight hatred and violence with the same attitude. Later she explained, "Just because you beat somebody doesn't mean you are going to change his mind." What a brave voice of reason.

People of different beliefs can still reason together once they learn to listen to each other (see Chapter 3 for listening skills). We believe people have good instincts, that they can be civil even gracious when they realize how their attitudes affect others. All that is needed is a change of attitude. How do you know if you need to change your attitude?

You May Have a Wrong Attitude If. . .

Your Rottweiler hides under the bed when you come home.

You have been downsized out of your carpool.

Your only degree is a B.A.A. (bad ass attitude) with a major in whining.

You sent your toll-free number to your friends and relatives across the country, but they never call.

You think Blame It On Someone Else Day is a national holiday.

Your idea of personal empowerment is denting someone's fender and leaving a note saying, "Hi, Sucker."

You ran into Albert Belle and he practically begged for your autograph.

The Right Attitude

The right attitude has the following characteristics:

Reality, risk-taking, and responsibility (Chapter 2).

Imagination, innovation, and integrity (Chapter 3).

Goals-oriented, graciousness, and greatness (Chapter 4).

Habits, health, and humor (Chapter 5).

Time, thinking, and trusting (Chapter 6).

Defining Attitude

Attitude is everything. Attitude is the way you respond to life each day all day. "It's all attitude. Attitude is the way you define and interpret your experiences. Your attitude is the sum total of your beliefs, assumptions, expectations, and values. It determines the meaning or significance you attach to events and your response to them," said author Adam Robinson. 2

Attitude is why some people are so successful; they've gone through hardships and down times, yet their buoyant positive expectations keep returning them to the top of the water. Everything comes back to attitude. Tom calls this the Rocky attitude. In the first *Rocky* movie, Sly Stallone never gave up; nor was he knocked out. He always got up off the mat before the bell rang. Bloodied and proud, Sly stood tall at the end of the fight. Life can bloody you, but get up off the mat before the bell rings and you're a winner. It takes a right attitude to stand tall at the end of each day's bout.

Wrong attitudes have caused many people to do poorly in their jobs or when making career changes. According to research by Robert Half International, seven out of every 10 fired employees have attitude problems; these range from not getting along with others to refusing to follow instructions or being dishonest, negative, or unmotivated.3

Attitude is the way we look at the world through our expectations and beliefs about the world and ourselves. On average, we process 50,000 thoughts during one day. According to author Robert Cooper, research suggests every one of our thoughts affects each of our cells; this is why our attitudes affect our productivity. When our expectations are positive, we are helpful and generous toward others and exercise better judgment, problem-solving, decision-making, and creative

skills. When our expectations are negative, we have less ability to solve problems and make breakthroughs because we feel insecure and emotionally fragile. 4

We need to learn how to process thoughts so we are thinking in ways that benefit our lives, not hinder them. Our attitudes dictate our actions. So, why not become a dictator and decide what you are going to do? For example, Adam Robinson points out that smart students have a different attitude than ordinary students. Smart students realize that they can teach themselves far better than any school possibly can. Because of this attitude, they approach schoolwork differently. They have different skills, goals, habits, priorities, and strategies because they see education differently.⁵

According to futurist Alvin Toffler, "The illiterate of the future are not those who cannot read or write, but those who cannot learn, unlearn, and relearn." No matter what formal educational level you've reached, additional education is in store for you otherwise you risk becoming roadkill on the information superhighway. The real trick is to internalize the necessity of lifelong learning. The real challenge is doing this when you are very comfortable with the way things are going in your life. (We discuss lifelong learning further in Chapter 2.) Check off all attitudes in the following list that describe you:

- | | | |
|--|--------------------------------------|--|
| <input type="checkbox"/> Aggressive | <input type="checkbox"/> Gracious | <input type="checkbox"/> Positive |
| <input type="checkbox"/> Angry | <input type="checkbox"/> Guilty | <input type="checkbox"/> Proud |
| <input type="checkbox"/> Balanced | <input type="checkbox"/> Healthy | <input type="checkbox"/> Realist |
| <input type="checkbox"/> Belittling | <input type="checkbox"/> Hopeless | <input type="checkbox"/> Responsible |
| <input type="checkbox"/> Bigoted | <input type="checkbox"/> Humorous | <input type="checkbox"/> Risk-taker |
| <input type="checkbox"/> Confident | <input type="checkbox"/> Imaginative | <input type="checkbox"/> Rusher |
| <input type="checkbox"/> Controlling | <input type="checkbox"/> Innovative | <input type="checkbox"/> Stressed-out |
| <input type="checkbox"/> Coping | <input type="checkbox"/> Motivated | <input type="checkbox"/> Team player |
| <input type="checkbox"/> Defensive | <input type="checkbox"/> Negative | <input type="checkbox"/> Thinker |
| <input type="checkbox"/> Depressed | <input type="checkbox"/> Neglectful | <input type="checkbox"/> Understanding |
| <input type="checkbox"/> Goal-oriented | <input type="checkbox"/> Overreactor | <input type="checkbox"/> Worrier |

Your Attitude Makes a Visual Statement

Through the seasons, nature presents us with an infinite variety of attitudes, from gloomy mist to glorious sunshine. Its variety allows us to forecast the weather based on our understanding of nature. In a similar fashion, our own moods, whether gloomy or bright, always speak to those around us. This means that your attitude is the statement you make even when you don't speak. When your attitude is too loud, no one can hear what you are saying. For instance, if you saw a woman with her hands on her hips talking to a man with his arms crossed over his chest, would you need to hear their conversation? Of course not. Even though your attitude is not always this obvious, it is always the cause of your effect on your world. As soon as an attitude begins forming in your brain, it begins showing as your entire body reflects it. By your walk, the way you carry your head and shoulders, and the expression on your face, you stimulate specific emotional responses in others. They can recognize your wrong attitude that warns them not to get close to you.

Anthropologist Ashley Montagu has noted that some people have psychosclerosis, a hardening of the attitudes. For years these people have been warehousing old hates, expectations of failure, fears, remorse, guilt, loneliness, revenge, and so on. Over time, because of such factors as family, education, and social pressures, we select specific attitudes as our way to look at life. Thus, attitudes are the sum total of our expectations, beliefs, assumptions, and values. Our individualized focus on life allows all of our senses to become receptors. Picture your attitudes as a glass shield that covers your head and body; nothing gets to your eyes, ears, nose, or brain without passing through your attitude shield.

Think about how having something in front of you sometimes distorts your hearing. How much do your attitudes allow you to hear? Some attitudes cause selective hearing: You hear what you expect to hear. Sometimes having something in front of you distorts your sight. How much do your attitudes allow you to see? Some attitudes are like cataracts that distort other people and their actions; other attitudes are clear lenses through which everything is in sharp focus.

Every so often, we all need to perform an attitude check to take off our attitude shields and evaluate the attitudes developed over a lifetime. When necessary, we must clean off some old attitudes and replace them with new ones that's what this book is about.

In the following box, list several attitudes you want to replace.

Altitude and Attitude

When you find an attitude particularly difficult to change, check your altitude; you may have restricted yourself to viewing life from the bottom of a rut, when your new attitude requires you to be on a mountain top. Develop an altitude of self-assurance of a good outcome. Even when you think you are in a bad situation, it may lead to something better. John-Roger and Peter McWilliams point out the connection between attitude and altitude:

"Altitude is our viewing point, the perspective we have. The higher our viewing point, the more we can see. The more we can see, the more information we have, the better we can make a well-informed decision. . . . Attitude is the way we approach thingsour point of view. Do you look at life as an adventure to be enjoyed or a problem to be solved? There are infinite possibilities for living in either Adventureland or Problem City. The choice is yours.

"The connection between attitude and altitude is easy to see. If we have a good attitude, our altitude will lift, and if we have an elevated altitude, our attitude will rise. Altitude is raised through meditation, contemplation, prayer, spiritual exercise, creativity, serviceactivities that are connected in some way with the uplifting energy of life.

"Attitude is lifted through inspiring lectures, reading, seminars, therapy, support groups, books, movies, TV showslearning concepts and techniques that naturally lead to an enlightened approach." 6

When Attitudes are at Odds with Behavior

Sometimes attitudes and behavior aren't in harmony as they are supposed to be. When attitudes are pointing north and behavior is headed west, we must find a way to realign either the attitude or behavior and relieve the discomfort of what psychologists call *cognitive dissonance*. Say, for example, someone offers you a bribe to overlook faulty building construction. You want and deserve a new Jaguar

(attitude) but cannot accept a bribe (behavior). You refuse the money to bring your attitude and behavior into harmony.

When you feel out of sync, ask yourself if any of the following three situations are going on. In these three situations, attitude and behavior are not evenly balanced; however, you can live with such an attitude-behavior conflict when either one has more value for you.

1.*The rewards make the conflict acceptable.* Suppose you were brought up to dislike green people. One day you make an antigreen remark and your friend takes offense because he is, after all, green. Being colorblind, you had no idea he was; you are shocked. If you had suspected he was green, you probably would not have become friends. Now you experience discomfort your original attitude of disliking green people conflicts with your behavior of being his friend. At this point we would suggest you change your attitude the enjoyment you derive from your friendship with Kermit is greater than your dislike of a whole category of people.

2.*The issues causing the conflict are not that important.* Stephen Hawking, the world's foremost physicist, is also the longest survivor of amyotrophic lateral sclerosis, or Lou Gehrig's disease. Hawking's movement is restricted to his left hand, which operates a control panel. To communicate with others, he depends on a computer program's synthesizer that has a decidedly American accent. As a native Briton and holder of Newton's chair at Cambridge, that computer voice must have been grating at first. Hawking has accepted the synthesizer's accent as a fact of life. His life is too busy to allow petty dissatisfactions to interrupt. 7

3.*The external source of the conflict is not under your control.* Heather Whitestone lost most of her hearing due to a childhood virus. This physical disability did not stop her from becoming Miss Alabama or Miss America in 1995. Whitestone views negative thinking as more of a handicap than deafness.

Attitudes Affect Job Performance

A 1996 survey by Accutemps found that bosses are spending nine weeks a year resolving personality clashes (read attitude problems)

between employees. Accutemps, a temporary staffing service, hired an independent researcher to ask 150 executives from America's largest companies only one question: What percentage of management time was wasted on resolving personality conflicts in their offices? The response was 18 percent, which becomes more interesting when compared with 13 percent in 1991 and 9.2 percent in 1986. See, we're not making this up; wrong attitudes obviously are escalating.

Accutemps Chairman Max Messmer suggested three reasons why the workplace has become more conflict-ridden: increased competition, the rapid pace of business, and company restructurings. Messmer encouraged managers to clearly delineate responsibilities and use a team approach in everyday projects. (See Chapter 6 for a discussion of teams.) He also suggested that managers encourage co-workers to solve their own problems, being careful of not only what they say but also how they say it. 8

Employees' attitudes are important to organizations because they affect job behavior. Managers focus on those employee attitudes that affect work performance, such as how satisfying an employee finds the job, how involved the employee is, and how committed the employee is to the organization. One indication of an employee's attitude is attendance. Recently the U.S. Bureau of Labor Statistics reported that absenteeism had increased by 15 percent in the preceding five years. This translates to a cost of \$110 to \$150 per employee annually.

Take a minute to list five attitudes your work reflects, such as conscientiousness, boredom, or competency. Circle the numbers of any attitudes that need to be changed.

1. _____
2. _____
3. _____
4. _____
5. _____

In a recent poll of CEOs, more than 80 percent admitted that it wasn't aptitude that got them where they are; not one of them finished in the top 2 percent of any class. They got where they are strictly on attitude. Because right attitudes are good business, managers try to shape their employees' attitudes through persuasion and

modeling. Employees may then become convinced of the attitude's worth or admire the attitude exhibited by others and adopt it. Still, managers sometimes ask workers to behave in a manner inconsistent with their attitudes. For example, when they are required to work frequent overtime, employees' behavior as loyal workers may conflict with their attitude that family time is important, too. In this case, employees can realign their attitudes and behaviors by noting that these behaviors are externally imposed and beyond their control, or financially rewarding enough to offset the discomfort.

Employees may be comfortable with incompatible or mismatched attitudes and behaviors; however, these situations can affect organizations significantly. For example, some otherwise honest employees don't hesitate to bring pens, markers, or paper home from work. A box of paper clips here, a few floppy disks there, a long-distance call to mom, or surfing the Internet for an hour are of minimal importance until multiplied by 20, or 200, or 2,000 employees. Only a decade ago, security managers investigated missing supplies, cash, and merchandise; now they also monitor employees' theft of time, intellectual property, and online information.

Have you heard about the employee who trundled scrap materials home every night in a wheelbarrow? Finally, the guard asked what he was building with all the scraps. The employee answered, "Oh, them scraps ain't worth nothing. But, you know, I get a real good price for the wheelbarrows." Whether you think this story is funny probably depends on whether you are an employee or management. According to John W. Jones in *Security Management*, employee theft amounts to more than \$100 billion in the United States annually. Ouch! It's definitely time to change some attitudes. 9

Attitudes in Action

Our attitudes reflect the favorable or unfavorable values that special objects, people, or events have for us. Our attitudes show what we expect of ourselves and out of life as well as revealing our basic values. Early in life, we imitate the attitudes of our parents, teachers, friends, and leaders. Entering adolescence, we latch onto the attitudes of those we admire, respect, or fear. In later life, some people continue the adolescent process; they adopt the behavior and attitudes of popular sports figures, entertainers, or cult heroes. Other adults perhaps most remain unswayed by fame and form their attitudes by

considering the details of issues or events. They base their responses on their own personal values, desires, or fears. Think about people whose attitudes you adopted and list them in this box:

Fortunately, we never carve our attitudes in stone; we can mold and change them almost day to day. This is why advertisers aim their glitzy, appealing ads squarely at consumers' attitudes. For example, if you form a favorable attitude about a well-advertised athletic shoe, you probably will look for that brand while shopping.

Attitude is the way we respond to life each dayall day. It is the way the people of Oklahoma City responded when the Alfred P. Murrah Federal Building was bombed on April 19, 1995. That bombing killed 169 people, including 19 children, and injured more than 500. As a shocked nation watched, the people of Oklahoma City opened their hearts, homes, and pocketbooks to victims of the bombing and to rescue workers from around the country. Modeling care and concern, some residents combed through the building in search of survivors, while others tended to the injured. They baby-sat children, comforted survivors and their loved ones, cooked for the rescue workers, prayed, and remained amazingly gracious in the face of a relentless media barrage. Undefeated by the heart-wrenching scene, the people of Oklahoma City pulled together to help each other. In short, they made us proud of their right attitudes.

Right attitudes are spawned not only in the midst of a major catastrophe, but also in addressing the day-to-day needs of other people.

Attitude Causes a Result

Charles Swindoll's definition of attitude says it all: "The longer I live, the more I realize the impact of attitude on life. Attitude, to me is more than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than

appearance, giftedness, or skill. It will make or break a company. . .a church. . .a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past. . . We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. . . I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you. We are in charge of our attitudes." 10

Successful people focus on results. They do not react to trivial difficulties around them but keep focused on what they expect out of life. This keeps the minutia from taking over their lives; they are aware of it but do not devote their entire time to immediate little problems. They look ahead to achieving their goals next year, next month, next week.

Tom is an avid runner, but not always a happy runner. Sometimes he signs up for a race weeks ahead without considering that the weather could be bad, that it begins too early in the morning, or that there are no refunds. After one particularly long week, during which he had been in situations where he was not in control, he stumbled out of bed early one Saturday to run the Coronado-San Diego Bridge.

As soon as he got to the starting point, he knew this was not going to be an easy run for him. He believes his negative self-talk began when he got there. Why was he out there? It was too cold the intelligent runners were still in bed. Then the gun went off and the crowd swelled forward. Tom started hyperventilating and slowed down. He realized that he was talking himself down instead of thinking about how he was enjoying this run.

At the base of the bridge, the theme from *Rocky* blared from huge speakers. That really motivated Tom and he went flying for at least 100 yards and then it hit him. He had given no thought to a bridge's construction; he might as well have been running up a mountain. Watching the runners ahead of him, his negative self-talk was going full blast. Three-quarters of the way up, he came up even with a woman in a wheelchair. Noticing that she was extremely focused on what she wanted, he immediately turned off his negative self-talk. If this woman had lost her focus, she would have gone flying back down the bridge at 50 mph. Her example gave him a blast of energy.

As Tom began to think about how this race was tougher than he thought it would be, he heard the strains of *Chariots of Fire* from the

two huge speakers at the top of the bridge. The sun was just coming up, and he thought, "Yes, I can do this." Then the woman in the wheelchair went flying by him. He finally caught up with her going into Balboa Park. After the race Tom introduced himself and told her how exciting she had made the race. She told him that while recovering from an auto accident she decided that the wheelchair would be the result of the accident, but not of her life. That was a motivational speech for Tom.

8 Steps to Developing the Right Attitudes

We are the first to admit that charting attitudes is not brain surgery or rocket science. What it is, is come-in-out-of-the-rain horse sense, also known as stop-banging-your-head-against-the-wall common sense. However, as Stephen Covey has said, "What's common sense just isn't common practice." 11 We are going to show you ways to develop the right attitude. We believe your life will be enriched by increasing your awareness that once you create new attitudes, your behavior will change to align with your desired new outlook.

1. Choosing the Attitudes You Want to Develop

Decide which attitudes you want to develop. For example, you may desire to be more affectionate to your children, or to be less critical. Although your attitude determines to what extent you develop your potential, nothing happens until you mix attitude and action. If Walt Disney had only thought about making movies, there would be no Disneyland. If Mother Teresa had stayed in her convent, the Missionaries of Charity would not have 517 centers in 120 countries.

Write down the attitudes you want to develop:

2. Goal-Setting

Goal-setting is essential to making a change. For example, when David wants to drive to a far-away destination, he asks AAA (American

Automobile Association) to create a map for his trip. To do that, he must give AAA two basic pieces of information: where he is beginning his journey and what destination he wants to reach. So, too, with goal-setting; consider where you are and where you want to be.

By deciding on a specific attitude, you are establishing a place where you want to be. So begin by reviewing who you are right now and identifying any problem feelings or thoughts. Then develop appropriate goals to change your attitude. (More about goal-setting in Chapter 4.)

3. *Journaling*

Journaling involves making notes about where you have been and where you are going. As you journal, you reinforce your determination to change; you also record for yourself how things have gone so far. Later, when you are working on a different facet of your overall attitude, you can review your earlier journal entries to learn what pitfalls to avoid. Reading about all the things you have overcome to change an attitude is also a real motivator to make other changes.

Journal in a notebook or on a floppy disk each day. On the first day, describe your goal, the reasons you want to change, and how you are going to change. Each day add examples of how you demonstrated your new attitude. If you slipped up, note that too; once you have listed the slip ups, concentrate on your successes. Remember you are aiming for improvement, not instant perfection. Slipping up is something we all do.

Talking about slip-ups, California child psychologist Dr. Darrell Burnett believes parents must be positive models for their kids. Try as they might, however, sometimes parents slip into negative modes. When they do, their kids are the first to remind them. Burnett cites this example in his booklet/audiotape *Raising Responsible Kids*: While driving home from work, Dr. Burnett was looking forward to celebrating the newly completed dining room addition. Two hours of gridlocked traffic later, a testy Burnett got out of the car, entered the house, and walked directly to the dining room. Instead of praising the finished product, he groused about a smudge on the new wallpaper. At that, his 14-year-old daughter, Jill, said as only teens can, "Hey, everybody, Dad's home! Let's all play Find the Flaw."

Throughout the book, you will find frequent suggestions for journaling subjects (as you see in the following journaling exercise).

Journaling Exercise

Give three reasons why you want to change your attitude, and five steps you are going to take to do so.

4. Visualizing

Visual images stimulate growth; that's why visualizing is key to changing your attitude. The Stanford Research Institute found that "89 percent of what we learn is visual, 10 percent of what we learn is auditory, and 1 percent of what we learn is through other senses." 12 And as the Torah states, what you can see is what you can be. Take for example, Hubert H. Humphrey. During a trip to Washington, D.C., when he was 24, Humphrey wrote to his wife: "Honey, I can see how someday, if you and I just apply ourselves and make up our minds to work for bigger and better things, we can someday live here in Washington and probably be in government, politics, or service. . . . Oh, gosh, I hope my dream comes true! I'm going to try anyhow." 13 Humphrey's dream came true. He was our 38th vice president and served in the Senate for 23 years.

Visualizing involves choosing quiet times to relax during which you can imagine yourself demonstrating your new attitude. Make this a special personal time during which you relax your body and see a new you. Choose three specific times to visualize each day. Practice visualizing on waking and when retiring and at least one other time during the day.

Begin visualizing by deep breathing: take a deep breath, hold it for a count of five, and slowly release the breath to a count of five. Do this five times. Next, relax the muscles in your body, starting with those in your feet. Say to yourself, "The muscles in my feet are relaxing, they are getting very heavy."

Continue in this fashion with your ankles, legs, thighs, hips, lower back, abdomen, chest, upper back, shoulders, arms, neck, head, and face.

After you are completely relaxed, visualize yourself doing something that illustrates your new attitude. For example, if you want to stop slouching and look more confident, see yourself standing tall and looking others in the eye. Enjoy this view; take pleasure in your new confident appearance. While visualizing, you may think of new opportunities or possibilities you have not previously considered.

Tom finds New Age music to be great in helping him relax; each night he listens to 15 minutes of music while visualizing great attitudes for the next day.

5. *Making Time*

Change requires a commitment of timeplan to spend at least 21 days working on a specific attitude characteristic. Also, resolve now to spend time on attitude changes throughout your life. If you are a gardener, you can understand the reason. Each year, despite your best efforts, weeds spring up in your flower beds and garden. You pull them, knowing that if you did not, next year they would multiply and crowd out the desirable plants. Removing new weeds makes room for the plants you want. Removing wrong attitudes on a regular basis makes room for the right attitudes to flourish. (Making time to make changes is discussed further in Chapter 7.)

6. *Self-Talking*

Author John Tschohl concisely explains why self-talk is so important: 'You can't count on receiving enough compliments from others to sustain your ego and equip yourself, emotionally, to do good work. So, learn to compliment yourself.' Easier said than done, we answer. Praising ourselves is difficult because we feel conceited; we suspect we are babying ourselves, and God forbid that we should do that.

Tschohl explains further, "It is essential to success that one praises oneself from time to time. Doing so is one of the very effective means of maintaining one's motivation. People need positive strokes to equip them to repeatedly do their best work." 14

Unfortunately, we all have built-in negative self-talk tapes. Those need to be obliterated. Three techniques can help you: First, imagine how you would react if someone else said to you what you say to yourself. If your self-talk tapes say all you're good for is spending money, answer back with any number of other things you do adequately.

A second technique is to argue with yourself. Don't accept any negative statements as facts. Separating fact from fable helps you see yourself more accurately. Defend yourself with the same gusto you would use to defend your best friend.15

Triathlete Jacqui Lewis suggests, "The way to combat negative thoughts is to listen to them and question their reality basisthen you can change the thought to a more realistic and less self-defeating

one. Practicing positive thinking sounds really hokey, but it really does work." 16

Third, don't take failure or rejection personally; instead, think about possible causes of your problems. When an associate doesn't greet you, does she hate you, or was she distracted by her pager going off? Concentrate on the least negative cause rather than the most negative cause.¹⁷

Because you can think of only one thing at a time, don't let negative thoughts begin; occupy your mind with positive self-talk. Imperfect creatures that we are, we sometimes take actions that lead us away from our goals or we even forget that we have goals. At these times, we need to talk to ourselves. Say, for example, you have reverted back to slouching and mumbling—definitely not characteristics of the confident attitude you want to acquire. Reassure yourself that this is not a permanent problem. You can change because you want to change. Visualize yourself standing straight and speaking clearly.

Ask yourself what else you can do to appear confident. For instance, motivational speaker Brian Tracy suggests repeating the phrase, "I like myself!" whenever you need to reduce stress and calm yourself. Also, whenever you pass a mirror, say it five times and try not to smile.¹⁸

7. *Affirming*

Tom and his wife post their attitude affirmations on their bathroom mirrors. That way they face their right attitude each morning and evening (for example: I am healthy, I am patient, I am successful).

Affirmations can help keep your mind on track by not allowing any room for discouraging negative thoughts. Affirmations are especially helpful for people who habitually think the worst. The marvelous part of affirming is that your unconscious believes what you tell it and works to make that come true. Therefore, you do not have to believe what you say; you only need to really want it to become true. Whenever doubts occur, for example, you can create a confident attitude by affirming: I look confident because I *am* confident.

Journaling Exercise

Based on your three reasons for changing your attitude, write three statements that affirm your new attitude.

8. *Acting as If*

Act like the person you want to be and that is what you become. Once you start doing something, such as standing tall, maintaining eye contact when you talk to people, and speaking distinctly with energy in your voice, motivation kicks in and helps you keep doing it. Acting *as if* may seem difficult the first time you do it, but like anything else, the more you act as if, the better you become. Acting *as if* gets the chemistry moving in the right direction. Don't wait for motivation to tap you on the shoulder; instead, fake it until you make it. Act first and motivation naturally follows to keep you going in your chosen direction.

Just as an organization's attitude is created by every member, a person's attitude reflects the sum total of the person. The choice is ours. As Ben Franklin said "although we cannot control what goes on in the world around us, we can always control what happens inside of us." More recently, critics proclaimed that Michael Crawford's 400th performance of *Phantom of the Opera* was as great as his first performance. We suspect that Crawford's attitude overcame the effects of an occasional bad day, headache, or fatigue.

This story of brothers Nicholas and Gregory illustrates how effective acting *as if* can be. After two computer hackers were found guilty of stealing corporate secrets, the police chief in their town had ST (for "secrets thief") tattooed on each of their foreheads. Nicholas barely could hold up his head and walked about hunched over so no one would see his shame. He hitchhiked out of his hometown in Vermont. However, in each town he entered, people questioned the brand on his forehead. Nervous, pathetic, and burdened by his punishment, Nicholas fled to New York City, where he died a pauper.

Gregory stayed in Vermont and donated his computer equipment to a local school. Determined to show the town that he had learned from his mistake, he became a truck gardener. Gradually he earned the friendship and respect of the townspeople and was celebrated as the town's most honest citizen. One day while he was working in his fields, a stranger stopped to ask for directions. As he looked at Gregory's withered face, he asked about his forehead. "Oh, it was so long ago I'm not sure any more," Gregory said, "but I think the letters ST mean saint." Acting *as if* makes all the difference.

As motivational speakers, we know the value of acting *as if*. Like everyone else, we have days when our flights are late or weeks when

we have crammed 10 presentations into five days. Our 10th audience, however, doesn't know anything about our schedule; that audience deserves enthusiastic speakers who become their material and speak with energy and conviction. Magically, when we're finished with our last presentation and listen to the applause, we feel like walking billboards for changing attitudes. Of course, if there is no applause, that's also due to our attitudes.

Attitude Determines Reality

When David met Gilbert Provencher in 1960, Gilbert had spent the last 14 years of his life in a hospital bed. At 14, Gil broke his neck while diving into a swimming pond. Due to his permanent spinal cord injury, he was bedfast the rest of his life and required constant care. Gil's parents reassured him that they would care for him the rest of his life, but Gil had other plans and a can-do attitude.

Gil could move only his left shoulder and upper arm. Part of Gil's rehabilitation therapy was based on his love of art. His father created an arm brace so Gil could start drawing with charcoal. That led to water colors. The next step was oil painting.

While Gilbert was developing his artistic talent, he appeared on the television show, *Strike It Rich*. Mrs. Gimble, of Gimble's department store, happened to see Gilbert on that show and was struck by his courage and his ability to paint. At 17, Gilbert the artist was discovered. Subsequently, Gil and his family moved from New Hampshire to south Florida, because the warmer climate was better for him. For a decade or so, Mrs. Gimble sponsored Gilbert Provencher's art show during the winter season in posh Palm Beach. During these years, Gil's artwork provided an income for his parents and himself. In 1965, Gil died at the age of 33.

David feels fortunate to own one of Gil's oil paintings. Each time he looks at that painting, he is reminded of Gilbert's determination to succeed and of his family's love and the sacrifices his parents and his sister Sonia made. For all of them, family came first. Because of his attitude, Gilbert's reality was not based on the immobility of a paraplegic, but on the mobility that allowed him to reveal love and good cheer in his paintings.

Chapter 2 provides more on how we can focus our reality as Gilbert did. It also discusses our responsibility for ourselves and for others, and the need for taking risks.

Chapter 2

Relishing Reality, Responsibilities, and Risks

A ship in port is safe, but that's not what ships are built for."

Grace Hopper,

United States Admiral

Reality is the totality of real people, things, and events in our lives; there's no room for fantasies here. Relishing reality means delighting in your reality, in your unique world that no one else shares. Does this mean delighting in traffic tie-ups, grouchy employers, or sadistic bill collectors? Yes, what choice do you have? Reality doesn't change, but your attitude toward it can. Facing reality means claiming ownership of your life. Drifting through life is not an option; reality requires being totally honest about yourself and your life, as well as dealing with change, whether you like it or not. We aim to show you that educator Roy Blitzer was exaggerating when he said, "The only person who likes change is a wet baby." 1

As members of the human race, our reality is that we have responsibilities to ourselves and others. One of our chief responsibilities

is to realize and develop our potentials; to do that, usually we must take risks. Striving for our personal best means taking ourselves seriously enough to never abdicate control to someone else or allow any-thing to take over by default. If this sounds too strenuous for you, change your attitude and keep reading.

You May Have a Wrong Attitude If. . .

You claimalong with blues singer Muddy Watersif it weren't for my bad attitude, I'd have no attitude at all!

You always leave a smidgen of coffee in the coffee pot so someone else will have to brew more.

Your bumper sticker growls HANG UP AND DRIVE!

Your body honestly wants to work but your brain refuses to be retrained.

You were asked to leave a sales presentation for resort condos.

You treat risk as a four-letter word.

You hosted a family reunion and no one came.

Reality

The world has seen more change in the 20th century than at any other time in history. At the beginning of the 20th century, the average life expectancy was 47. Today it is 76; in 2025, it will be 80. In 1900, the 45 United States had a population of 76 million; in 1990, the 50 states had a population of 254 million; and in 2025, it will be about 323 million. Our shared reality is that our population growth has slowed and we are living longer.

When our country celebrated the arrival of the 20th century, there were few cars and no motorized airplanes or talking movies; no air conditioning or frozen food; some people had electricity, but no electric washers or vacuum cleaners. Doctors could not treat illnesses with sulfa, insulin, penicillin, or psychoanalysis.

Throughout this century, inventions have been developed at an astounding rate: wonder drugs, television, computers, copiers, fax machines, the Internet, compact discs, ATMs, and space exploration

we've even walked on the moon. Today's jet planes are large enough to house a reenactment of the Wright brothers' historic 120-foot flight. Because of a successful global economy, jobs are changing and communication is burgeoning. But for all this progress, we can't figure out how to stop terrorist bombings or the depletion of our environmental resources.

Sometimes reality seems overwhelming. How do we keep up with all the change? What are we to do? We can begin by realizing that many things, such as values, have not been lost. And some institutions, such as the family structure, may have changed but are still important and recognizable.

In facing the changing realities of the world, start by examining your own reality.

Journaling Exercise

Write about your reality; define each part, and decide which parts you would like to change. Make sure these are parts you *can* change.

Look at each part of your reality and decide if it falls into what Stephen Covey calls your circle of concern (you can do nothing but worry) or into your circle of influence (a problem you can control). A third possibility is that this part of your reality is okay as it is. For example, say your relationship with your spouse is okay, but you worry about your kids and your dog is scratching constantly. Here's what you can do: Enjoy your relationship with your spouse and work to maintain it; stop worrying about your kids and concentrate on maintaining your loving relationship with them instead; and change your dog's situation with a flea bath. This is a simplistic example, but you get the idea: Appreciate the good in your reality, change what you can, and don't worry about the rest.

Reality or Future Babble?

Doomsayers believe that the rate of change is running a million times faster than our ability to adjust to it. Our response to them is, "Change your attitude and stop exaggerating." We remember futurists 20 years ago claiming that no one would be writing checks in 1995 because everyone would be banking electronically; that phones

would all have video screens; that instead of driving, people would be flying by using backpack-powered engines. Well, change does not take place logically or as predicted. With a little effort, you can learn to watch how things shake out without worrying.

When all the uncertainty in your reality makes you a little jittery, resolve to remain relatively free of anxiety by taking these three steps:

1. *Respond creatively to change.* All of us today are inundated with more news than we need, sometimes causing us to feel that we can't keep up with the pace of change taking place in the world. One way to respond creatively to change is to decide how much news you really need to know. After you write that in the box below, decide which of the media you want to inform you.

News I need to know: _____

Media I will get this news from: _____

Dan Brady, the central zone director for Nestle[Nestlé] Ice Cream Company, has responded creatively to change. Brady explained to David how he has learned to use the Internet to communicate with his staff and access information from his company. Brady commented about how much more easily his children adapt to changing computer technology because they have grown up using computers. To relieve anxiety about changing computer technology, we need to have the same computer attitudes as school kids. It's a tool use it and update your skills when necessary.

2. *Integrate new elements into your life rather than relying on outdated habits.* Begin by reevaluating your habits to determine which are wasting your time or money. Have you ever watched dozens of little turtles in an aquarium? Frantic to escape, they climb over each other trying to get out of

a tight spot. Lots of actionno progress. Do any escape? No, they just keep climbing over others and getting climbed on in return. (Some writers might be tempted to compare the turtles in that aquarium to our national government, but not us.) Our message is that anyone who steps on others and gets stepped on in return needs to change his or her habits. As General Motors has shown us with its Saturn Corporation, doing something the same way because you have always done it that way is no reason to continue when there's a better way. The Chinese philosopher Confucius put it another way, "Dumb man fall in same hole twice." Think about any outdated habits you may have and list them here.

Outdated habits: _____

3. *Focus on results when making decisions.* By focusing on results, you make responsible decisions. For example, say your spouse wants to vacation at a resort with a pool, but you prefer a beachfront resort. To focus on the resultmaking both you and your spouse happyyou would look for the best beach/pool facility. In the following space, describe a conflict you are facing and the desired result.

Conflicts and results: _____

Dealing with reality is one of the chief tenets of Buddhism, along with developing self-reliance and achieving personal improvement. Buddhism is based on ancient teachings that 12 million people find relevant in today's world. The following examples demonstrate how applying the teachings of Buddhism can affect a person's response to change.

Luci DiCrescenzo's reality in Hallandale, Florida, included eight years of caring for her mother, who had Alzheimer's disease. How did she keep calm and focused? DiCrescenzo, commented: "In Buddhism, attitude is everything. It's about finding something good in a garbage pail." She added, "As life bumps you back and forth, Buddhism stabilizes you. You don't fall apart."

While watching his wife battle ovarian cancer for nine years, Stephen Bonnell of Coconut Grove, Florida, also found solace in Buddhism. Piper Bonnell died in 1995 at age 44. Stephen commented: "Because of Pipers belief, she was able to fight strong and die in peace. It kept us in a very positive frame of mind. As tragic as it was, we were able to look at this in a positive light. We believed that any challenge is a steppingstone to our own growth." 2

Change

In *Confessions of a Street-Smart Manager*, David Mahoney recounted this story told by Mike Dorizas, a former professor of his. It says a lot about responding to change: "If you drop a frog into a pan of hot water, the frog would immediately react to the heat by jumping out of the pan. But. . .if you carefully place the same frog in a pan of comfortably cold water, then slowly raise the temperature of the water a degree at a time, the frog will accept this change, perhaps without noticing it, and stay in the water until the heat kills it."3 (Don't let the kids try this at home, especially with a brother's or sister's frog.)

Like the frog, when we fail to notice small, slow changes taking place around us, we risk getting cooked. An example is the rigid mindset of U.S. automakers that kept making humongous gas guzzlers in the 70s, while foreign car makers provided a growing small-car market with gas "sippers." Fortunately, U.S. car makers eventually felt the competitive water getting too hot and jumped before they croaked. In this section, we look at the characteristics of change as well as economic and educational changes that affect all of us.

Elwood Chapman advises considering change as an opportunity. Echoing Luci DiCrescenzo, he says the more you expect out of a new situation, the more you are apt to find. By moving into a life style transition with a positive attitude, you have won half the battle before you start.4

When Tom studied merchandising at Chaffey Junior College in Alta Loma, California, Elwood Chapman was the chairman of the department. Even in the early 1960s, his favorite saying was, "Your attitude is showing." Tom learned as much about attitudes from him as he did about merchandising. Today, Chapman is a well-known attitude guru.

Change Demands Change

Love, ego, survival, and variety are four human needs that require all of us to make changes in our lives. We make changes because of our desire to be loved and to love, because of our desire for self-esteem, to protect or enrich our lives, and to chase away boredom. Naturally, we think we should control all of these changes and determine exactly when they will take place. However, none of us has complete control over our lives just over *part* of our lives.

By working within our individual areas of control, each of us can meet the challenge of change in our lives. Several years ago when we met Ruth Hanchey, a Franklin Covey trainer, she was a divorced mother supporting herself and her daughter. Realizing that education was important, she had started work on her Ph.D. Ruth's well-ordered life was comfortable, and she foresaw no changes.

Most of Ruth's corporate and public seminar presentations kept her in Florida. One afternoon, after presenting a time-management seminar, she talked with Patrick Williams, one of the seminar participants. Subsequently, they talked over the phone and those talks led to a romantic relationship. They found they shared many of the same attitudes: Love for learning, love of children, a passion for public presentation, and a need for and love of sharing. During one of their conversations, Pat asked Ruth, "Do you have any regrets?" Ruth replied that she regretted not having more children.

On April 5, 1997, Ruth Hanchey married Pat Williams. Ruth's daughter was there, as were Pat's five children from a previous marriage and his 13 adopted children. Now Ruth and Pat make presentations together and are planning a book. Ruth continues her work with Franklin Covey Company, Pat continues as senior executive vice president of the Orlando Magic. Ruth and Pat believe in magic—the magic of changing attitudes!

Although Ruth had not anticipated any major change in her life, when it came about, she accepted it and enjoyed it.

Whenever change enters your life, change your attitudes and perceptions; become a change manager just as Pat Williams and Ruth Hanchey did. For instance, if you hear a rumor that your company is going to lay off employees, assume a calm, objective attitude. You probably already have your resume in order and can start asking around, giving little hints that you might be available. At work, start by finding out if the rumor is true. Your boss should know. Explain that if the company is downsizing, you'll need to plan your future. Ask about your options: Can you transfer to another plant or division? How much severance pay will you receive? How long will you have health insurance? If you will be retained in a different position, you'll need to be flexible because the new position may require skills you did not previously possess.

Although most of us would rather work for a company that changes than for a stagnant firm, change in a business setting often causes fears about the economic, psychological, and social areas of our lives. As long as it is not our department that is transferred to Siberia, most of us accept change in the workplace gracefully. Instead of worrying about how to get along on less money, start planning how you can increase your salary. Instead of worrying that you cannot do a new job, start planning how you can learn the new facets of your job through retraining or having someone show you. Look for the benefits of the new position. Visualize yourself at your new job. Instead of worrying about not being accepted, start planning to be friendly and open. Maintain a positive attitude that is always welcome during times of transition; be patient with the company and yourself. 5

Current changes in demographics are forcing advertisers to change their focus. For 40 years, corporations, marketers, and advertising firms have been aiming products at the 18-to 34-year-old market. Now the demographics reveal baby boomers are getting gray. Representing one-third of the population and one-half of the work force, boomers are moving into their more affluent years. All these facts make them a force to be reckoned with. Smart advertisers are preparing for the aging of their markets by figuring out what boomers will need for the second half of their lives. Not-so-smart firms that ignore these boomers are in for a tough time.

Major changes—loss of a job, a serious illness, loss of a loved one, a loved one with a debilitating disease—can torpedo your attitude if you do not take steps to keep afloat throughout the crisis. Again, start

by realizing that this is a problem you can solve and then devise a plan of action to manage your change. (See the discussion of a 360-degree life in Chapter 7 for more about handling major changes.)

The hard cold facts are that life changes, growth is optional, and only you can decide to grow with change. The happiness you get from life is equal to the attitude you have toward life.

List two changes that have brought you happiness.

1. _____

2. _____

Change is Constant

Futurist John Naisbitt suggests that we must make uncertainty our friend. (Of course, that's probably easier when you're holding a crystal ball.) He believes that as our world becomes more global, we are becoming more individual. For example, more people are choosing to work at home. With a fax machine, modem, computer, and overnight delivery services, anyone can access the world from home. Naisbitt believes that the world will be dominated by person-to-person communication through electronic networks. He says that we are becoming a network of networks, and networks may eventually replace nations. In 1996, 50 million people used the Internet. By the year 2000, as many as 1 billion people will be using it. 6

When we were teens, the four-minute mile was sacrosanct. For hundreds of years, no athlete ever ran a mile faster than four-minutes. Experts pontificated about why humans could never break the four-minute mile: some argued that our bone structure was all wrong, others said we lacked sufficient lung power. They all agreed that humans were not created to run faster. Then on May 6, 1954, Roger Bannister ran a mile in 3:58 minutes. Six weeks later, another Brit, John Landy, broke Bannister's record by 2 seconds. Since then, hundreds of runners have broken the four-minute mile. The only thing that changed was the *expectation* that change was possible.

There are three kinds of people in the world: People who make changes happen, people who watch changes happen, and people who stand around saying, "Huh? What happened?"

Dr. Albert Schweitzer made things happen. Abandoning promising careers as a musician, philosopher, and theologian, Schweitzer built a hospital in Lambarene, Gabon, in 1913. He and his wife devoted their lives to healing the sick, some of whom were lepers. Schweitzer funded the hospital by giving concerts, making recordings, writing books, giving lectures, and winning international prizes, such as the Nobel Peace Prize.

Janelle Goetcheus is making things happen for homeless sick people in Washington, D.C. Goetcheus is a doctor who operates Christ House, a nonprofit ecumenical center where the homeless can recover from illnesses.

A group of people who make things happen are those in the "sandwich" generation. Faced with parents who are becoming more dependent on them at the same time their own children still need care, sandwich generation members make daily life style changes to accommodate the demands of both age groups. Somehow, most sandwich generationers also manage to hold down jobs. As a result, an increasing number of employers are providing counseling, senior care, child care, and flextime.

The other two kind of people the ones watching or unconscious are at the mercy of change. To summarize, we quote Patricia Fripp, who suggests three ways to handle change.

1. Know that change of some kind is inevitable, and that it is often good and healthy.
2. Participate in change. Be eager to make a difference. Don't react from necessity. Act by thinking, planning, and taking action.
3. Believe strongly that you can make a difference. 7

Journaling Exercise

Explain why you would or would not stop all change if you could.

Global Economy Changes

While reflecting on our growing global economy, futurist John Naisbitt forecast that parts of that economy will get smaller and more efficient. He foresees huge companies breaking up into small companies

and cites these statistics to prove his point: Currently, more than 50 percent of U.S. exports are created by companies with fewer than 20 employees. Some small companies are efficient enough to take a new product from idea to market in fewer than 90 days. Naisbitt also noted that:

America's entrepreneurial economy is its real strength; small companies are responsible for 90 percent of our current economy while Fortune 500 companies account for only about 10 percent.

In 1972, there were 170 countries and in 1996, 200 countries. By the year 2000, we may have 300 countries. Smaller countries and democracies are increasing.

Although the global economy is not spawning a collection of global business giants, we are developing a collection of local businesses with increased integration. 8

Just as automobiles have facilitated suburban living, jets have promoted globalization. Air travel has made places more accessible and more similar. Rosabeth Moss Kanter uses this example: Her son has "gone on outings with peers in Rome, Sao[São] Paulo, Manila, and Jakarta to experience the local culture. In each city he visited a local shopping mall, where the boys all wearing Levi's played video games and ate McDonald's hamburgers."9

Kanter notes that people everywhere want to buy the world's best products without leaving home. Consumers are not only demanding higher standards but are also pushing for more choices by using their knowledge of products and their access to them. On an individual level, globalization brings with it anxiety and insecurity about the future. Understanding the characteristics of globalization—mobility, simultaneity, bypassing, and pluralism—can help defuse this uncertainty.

Mobility

Money, people, and ideas are on the move. Investors can now complete electronic transactions that leave no paper trails. Recruiters choose professionals and managers from an international labor market. American companies report they recruit "locally for unskilled workers, nationally for higher-skill levels, and internationally at the highest levels."

Online computer services and databases place specialized knowledge from any media at the world's fingertips. American universities are adding to the cross-fertilization of ideas by graduating Ph.D.s from all over the world. Former University of Michigan President James J. Duderstandt saw a need for graduate schools to design interdisciplinary programs, develop programs required by industry, and encourage internships. 10

Simultaneity

When manufacturers introduce new products today, their plans include the whole world instead of a single nation. It took 12 years for black and white televisions to become as popular in Japan and Europe as they were in the United States. It took the United States four years to catch up to Europe and Japan in VCR purchases. When CDs arrived, global market penetration evened out in a year! How times have changed!

Bypassing

Companies are now able to create work-arounds to do business efficiently. For instance, by using alternatives and new technology, wireless cellular phone systems bypass land-wire systems. In similar fashion, using next-day package delivery services and fax machines bypasses government postal services. And mail-order companies bypass retail stores.

Pluralism

An article on the front page of *The Wall Street Journal*, July 5, 1991, illustrated pluralism: Companies in one city, one state, four countries, and two continents were involved in producing and selling one product: "Precision ice hockey equipment is designed in Sweden, financed in Canada, and assembled in Cleveland and Denmark for distribution in North America and Europe, respectively, out of alloys whose molecular structure was researched and patented in Delaware and fabricated in Japan."

Thanks to globalization, the ball is now in the consumers' court. In the bad old days when manufacturers ruled, all cars and phones were black. Today, mobility and alternatives give consumers more choices. One result of easily accessible product information is the emergence of world standards. ISO 9000 is the European process assurance standard, a *de facto* world minimum standard. The acceptance of the ISO

9000 standard reflects an attitude change that has taken years to evolve. Many countries also use our Malcolm Baldrige National Quality Award criteria to measure the quality of business practices.

In our globalized economy, companies alert to change have begun thinking like customers instead of producers, in the following ways:

Customers buy services. Instead of producing machines that simply move information, firms are figuring out how to help customers manage that information. For example, today's computers are much more user-friendly than they were just five years ago.

Customers want resources applied for their benefit; they don't care who owns them. As a result, most cars today contain parts made in various countries because this is the least expensive way to produce cars.

Customers suffer from invisible mistakes. Now, farsighted managers worry more about invisible mistakes; these include failing to take risks or innovate. Merchandisers are especially prone to getting too comfortable with the status quo, as shown by the demise or merger of well-known chains, such as R.H. Macy, Allied Stores, and Associated Dry Goods.

Customers think products should be created to meet their needs. After listening to consumers' needs, Ocean Spray became the first U.S. juice producer to use innovative paper packaging from Tetrapak of Sweden.

Customers want their convenience to come first. Not too long ago, when called about turning on utilities, companies responded, "Oh, sometime on Friday, possibly in the morning, but you never know." Now many companies are turning on utilities during the evening at their customers' convenience. 11

Treasury Secretary Robert Rubin summarized our economic position at Boston College's Conference on Prospects for a Global Economy: "You all know that we are now in a global economy and there can be no turning back. The Luddites couldn't stop the Industrial Age, and the isolationists cannot stop globalism." (The Luddites smashed labor-saving machinery in the textile industry early in the 19th century.)¹²

Walt Disney Company's financial statements are proof that it is part of a changing global economy. This multinational corporation has three profit centers: theme parks and resorts, filmed entertainment, and consumer products. In 1984, theme parks accounted for 75 percent of Disney's income, and films accounted for 1 percent. By 1993, theme parks had decreased to 43 percent and films increased to 36 percent. 13 In 1984, Disney's overseas revenues totaled \$142 million, or 8.4 percent of total revenues. In 1994, Disney's overseas revenues excluding Euro Disney increased to \$2.4 billion, or 23 percent of total revenues.14 Currently, Disney has responded to global economic demands by reducing its annual film production from about 100 to 20. Although the size of Walt Disney Company exaggerates the amount of revenue shifts and sources, these figures illustrate how global markets change. All businesses today must monitor their revenue sources carefully.

Isolationists have been grumbling that the Keebler elves and the Pillsbury dough boy were kidnapped by the British. What's more, a Swiss company owns Carnation, a French company owns Mack Trucks, and a Japanese firm owns CBS Records. These are just a few of the largest companies held by foreign owners. In 1994, companies from the United Kingdom are the biggest investors in U.S. firms, followed by Japan, the Netherlands, Canada, and Germany.15

Stating that we are part of a global economy is one thing; facing a drastic change in the workplace caused by the resulting competition is quite another. AT&T telephone operator Rose DiMaggio Trela, working at the company's Peabody, Massachusetts, office learned this firsthand. She had been looking forward to celebrating her 50th anniversary as an operator in October of 1996. Then AT&T announced it would be closing that office a few weeks before her anniversary date.

When Trela began work, a single party line handled the calls for an entire neighborhood, and families gathered around during rare long-distance calls. (For you youngsters, a party line meant that your neighbors could listen in as long as they did not breathe or comment too loudly.) In 1946, Trela answered the phone: "AT&T, this is Rose, how may I help you? In 1996, she used a number to identify herself to more than 650 callers a day. Trela was one of 40,000 AT&T employees being downsized due to increased automation and technology. Trela had hoped to keep working; she said, "I always loved operating. It was an honor to work for the phone company." This is such a gracious attitude!

Losing a job is a change that has four phases:

1. Denial. (*This can't be; it isn't happening to me.*)
2. Resistance. (*I am angry, depressed, and afraid.*)
3. Exploration. (*How can I turn this negative happening around?*)
4. Commitment. (*Things have to get better.*)

In 1996 when Minnesota Mining and Manufacturing announced that a plant in Ohio was closing in six to nine months, even the manager's reference to his "team that worked hard and well to respond to the incredible competition in the marketplace" didn't soften the blow. Ironically, in the past year the employees had suggested so many ways to do things better, cheaper, and faster that 3M had recognized them for their teamwork. Now 114 workers were losing their jobs. Some would transfer to Minnesota, a few would retire, and others would look for new jobs. Note how employees reacted to new of 3M's closing:

We're all out there waking up during the middle of the night. We don't sleep well. We can't eat. Everything's all mixed up.

The staff has kept us updated that we weren't really turning a profit here for several years. Maybe I should have seen it coming, but really I didn't want to see that. Maybe I was just ignoring it more than anything.

All I have [to pay off] now is my mortgage. When I started here in 1984, I knew that any time those doors could close. I've done every job on that floor, I feel fortunate. I've chosen not to transfer out of state because of my family ties. But I have that opportunity. . . . I have a couple of opportunities to check into other [local] jobs.

I hate the thought of picking up and moving halfway across the country with just me and my daughter. But I've got eight years invested in this company. I've got to keep that in mind.

If I am given the opportunity [to relocate], no, I won't go. I'll take one of the options that they offer me and then try to find another job. It bothered me more after I lost my

first job after 27 years. . . This one bothers me [because] I enjoyed working here. This was a good corporation to work for. Maybe people don't see that with the plant shutting down, but I've been treated fairly. There's a very limited marketplace [for people over 50] I'm afraid.

My wife and I are probably rare in that this is. . .a blessing in disguise. We'll be all right. I am going to go back to school and finish my degree. Maybe in three years the opportunity with 3M will be there. Who knows? 16

Educational Change

A recent survey of 919 small businesses reflects the need for future workers to choose their high school classes with employability in mind. Arthur Andersen's Enterprise Group found 25 percent of the businesses were worried that a lack of skilled workers would restrict their growth. Currently, manufacturing has rebounded and absorbed the skilled and experienced workers who lost their jobs in the preceding downturn. Today's high school graduates who opt not to go to college often lack the math, communication, computer, and teamwork skills employers require. Students need to take charge of their lives, to set employability goals, and to acquire the skills to fulfill those goals. Otherwise, they will continue to be qualified only for entry-wage jobs and join the glut of service and fast-food workers, whose wages remain lower than in the manufacturing sector.

In 18 months, Lincoln Electric Company rejected more than 20,000 job applicants who did not possess even entry-level skills. This Euclid, Ohio, firm had 200 openings with hourly pay ranging from \$8.39 to \$20. Lincoln has the reputation of being a good place to work because it ties productivity and profitability together. In 1994, the average factory worker received \$19,800 plus a bonus because the company did well, bringing the average total compensation up to \$55,614. Lincoln found that few of the applicants it screened could do high school trigonometry or read technical drawings. Most did not show any aptitude for learning how to operate computer-controlled machines to make welding equipment.

Lincoln has not laid off a worker for 100 years; during 1994-95 it has spent more on recruiting than in the previous 98 years. The search for qualified workers continues; only factory workers with

advanced math skills, good communication skills, and computer skills need apply. 17

Lincoln's experience and Andersen's survey point out the fact that high school graduates are currently not prepared for technical jobs; they wind up in retail and fast-food establishments by default rather than by choice. Today's job security no longer resides in the employer; it rests in employees who are employable enough to leave one job and get another. More than ever, today's job market requires planning for a future that may include retraining in later years. Employees also need to be alert to what is going on in their industries; investing in additional training is today's job insurance.

In light of America's participation in the global economy, schools should emphasize the study of languages. International marketing personnel find that learning a language improves cultural understanding and business relationships. Recruiters seek out people who speak a second language because it shows the attitude they are looking for: an openness to learn about another culture.

Ambitious students sometimes use their language skills to impress interviewers from prestigious colleges. But lately, even knowledge of a second or third language doesn't always produce the desired effect. For instance, in answer to an interviewer's question, "What's so special about you?" a high school senior answered that she was studying Mandarin Chinese. She was a bit crestfallen when the interviewer replied, "Oh, half the population of Harvard speaks Chinese. What else?"¹⁸

American students need more encouragement to study languages. People from other countries often tell this joke about language skills: What do you call a person who speaks three or more languages? Multilingual. What do you call a person who speaks two languages? Bilingual. And what do you call a person who speaks only one language? An American.

Although many large companies have paid all or part of some employees' tuition for relevant course work in the past, today many are taking the next step and requiring further education. Major companies are implementing training programs for employees to improve the quality and consistency of their service. Walt Disney Company, McDonald's, and Consolidated Edison Company are just a few of the firms requiring employees to attend training and education programs.

New York-based Con Edison uses internal telecommunications networks and satellites to send educational programs from its learning center in Queens or from universities to locations throughout its system. An example is an evening program with Rensselaer Polytechnic Institute in which participants can earn master's degrees. Con Edison also provides individualized training through interactive CD-ROMs and self-study computer labs. 19

Making Changes

While change is swirling around you, why not use it to your advantage and make some changes of your own? The following items are an adaptation of the work of Frederick Hudson, Ph.D. They are life maps that can help you determine your desires, passions, and goals. Write the answer to each of these items in your journal and go into as much detail as you want.

Change is a cycle that includes periods of stability and periods of movement. So, what are you doing now, standing still or moving? What change do you want or need to make? If you have become stuck perhaps even taken rootlist ways you can break free.

The six main passions of motivators in our lives are a sense of self, intimacy, achievement, a search for meaning, creativity and play, and compassion. List these motivators in the order they affect your life and explain their effect.

Fears and bad attitudes can keep you from having the life you desire. List the things that are getting in your way and explain the steps you will take to overcome them.

To get where you are going, you will need certain life skills. List them and tell where and how you will acquire them.

To take charge of your future, you must dream (visualize) and plan. Hudson says, "The dream comes first. Reality chases after the dream, to make it happen." Write down your dream and plan for achieving it.20

Risk

The story is told of a man living near the Missouri River. A farmer like his father and grandfather, Claude staunchly believed that God

would always take care of him. Life was good; Claude's crops flourished and his animals were healthy.

When the Missouri began rising, Claude thought to himself, God will take care of me. As water covered the first floor of his farmhouse, Claude picked up his cat and moved up to the second floor. Watching things he barely recognized swirling past his house, Claude marveled at the river's power. The next day when neighbors rowed up to his bedroom window to take Claude to higher ground, he refused to leave because he believed God would provide.

Water rose over the second story and Claude reluctantly moved into the attic. Volunteers yelled through a small attic window, pleading with him to get into their boat, yet Claude steadfastly refused. The following morning, water began seeping into the attic and Claude wearily moved onto the roof; certain that God would provide, he refused to climb into a neighbor's boat. As water covered the roof, Claude gingerly climbed up the chimney; exhausted by his ordeal, Claude fell asleep and was swept away by the rising water.

While a helicopter crew was recovering his body, Claude was asking St. Peter, "Why didn't God take care of me?" Peter answered, "Well, we sent three boats and a helicopter what were you waiting for, the U.S. Marines?"

Like Claude, we often hope for divine intervention rather than take risks. We are all a bunch of clods when it comes to risk-taking; none of us is ready to make the leap of faith that proves we know what we are doing. We are human we doubt our own judgment; we love our safe comfort zones and hate uncertainty. Our doubts, however, come from lifetime experiences that are often not relevant; if your lemonade stand failed for three summers in a row when you were a child, that does not mean you cannot successfully run your own business today. Whenever you doubt your abilities, remember what playwright Neil Simon said: "If no one ever took risks, Michelangelo would have painted the Sistine floor."

The most important inventor in this century, Thomas Edison, took so many risks he had to write them down. Some of Edison's inventions include the printing telegraph, a modernized typewriter, a practical telephone, the first phonograph, the incandescent bulb for home use, the first power station, motion pictures, a storage battery, a cement mixer, a dictating machine, a mimeograph, and synthetic rubber from the goldenrod plant. Altogether, Edison patented 1,093 inventions.

While attempting to create rubber from the goldenrod plant, Edison conducted 10,000 experiments. We know that because he described each experiment in a notebook. About halfway through these experiments, Edison mentioned to a reporter that he had conducted 5,000 experiments. Bemused, the reporter asked, "Do you mean that you have made 5,000 mistakes?"

"No, no," answered Edison, "we have successfully discovered 5,000 ways it does not work." Remember that answer the next time you are tempted to hit yourself upside the head and shout, "Dummy, you made *another* mistake."

Risk is inherent in living; therefore, recognize risk and research it as an essential part of your success. Unless you work for a publicly traded company, you don't have to be right all the time to succeed. Research shows that we accept risk when we think there's a 50/50 chance for success. Take a minute to figure out your lifetime risk-taking average and list your risks.

Successful Risks	Unsuccessful Risks

Your average is probably dose to 50 percentfar superior to the batting averages of professional baseball players, whose goal is to hit safely one-third of the time. When their averages exceed .300, players receive millions of dollars for their efforts. Not a bad deal for standing at the plate and risking striking out. Like risk taking, being a .300 batter takes a lot of practice. Great baseball players know they will be hitless 65 to 70 percent of the time but they accept that risk as a necessary part of their lives.

A Calculated Leap of Faith

Risk requires us to make a calculated leap of faith. We say *calculated* because the amount of risk planning that we do can reduce the doubts that usually kick in when we consider taking a risk. The Wright brothers were risk-takers with day jobs as bicycle makers and afterhours dreams of flying. Orville and Wilbur were geniuses who hedged their risk by planning their strategy: First, they conducted

tests with kites and gliders to learn how to control a plane's motion. Second, they developed a lightweight 12 to 16 horsepower engine and experimented with powered flight.

Finally, on December 17, 1903, at Kitty Hawk, North Carolina, Orville flew the Wright brothers' plane for 120 feet in 12 seconds. The brothers said it was probably the most emotional time of their lives. This telegram to their father reveals their feelings: "Success. Four flights Thursday morning. All against a 21-mile wind. Started from level with engine power alone. Average speed through air 31 miles. Longest 59 seconds. Inform press. Home Christmas." Because the Wright brothers planned their risk-taking so well, the world changed dramatically. Write down the risks you would like to take in the future:

Sometimes FEAR becomes an acronym for Finding Every Acceptable Reason not to do something. During her lifetime, Mother Teresa was a risk-taker who didn't look for every acceptable reason not to nurse the sick and dying. By the time of her death, Mother Teresa had opened more than 500 missions throughout the world, all funded by donations.

How many of us would choose to spend the rest of our lives as she did even for the Nobel Peace Prize she received in 1979? Would we walk through the streets of India collecting unwanted babies and looking for the sick and dying? Although many of us would say no, thank God somebody did it. Mother Teresa was not only willing, but grateful to do what she did. For years, Mother Teresa risked her own health and well-being to serve the children and the dying. When media members stuck microphones before her deeply lined face, her eyes twinkled as she risked international condemnation for the staunch moral values she proclaimed. On September 5, 1997, Mother Teresa's generous heart stopped, but the work she started continues.

Christine Brennan is an international sports reporter for the *Washington Post*, a commentator for National Public Radio, and a frequent guest on CNN and ESPN. Brennan downplays the risk she took in choosing her career. She reminisced about her childhood: "I

cannot stress how much my childhood of being a sports fan helped me. I never lacked for confidence. I'm six feet tall. I always kept up with other kids. I was beating boys up to a certain age." Despite the lack of female role models in the late 1970s, Brennan took a risk and turned her love of sports into her profession.

After interning at the *Toledo Blade*, Brennan went to the *Miami Herald*, where she covered the Miami Dolphins; part of her job was conducting postgame interviews in the locker room. Other than some "whoops and hollers," her first interview was uneventful. Since then she has interviewed players in roughly 600 men's locker rooms without any serious problems.

In 1985, when Brennan became the first woman to cover the Washington Redskins while working for the *Washington Post*, the local press made her the story. Fortunately, times have changed. Brennan estimates that today well over 1,000 women are covering sports. 21

You Stumble Only If You are Moving

Admittedly, some risks end in disaster. In the 1980s, the Coca-Cola Company enjoyed a larger market share than PepsiCo until the Pepsi Challenge. In that series of blind taste tests, people chose Pepsi consistently. When Coke lost its market share, management instructed Sergio Zyman to reverse its decline. Zyman knew that people taking part in the Pepsi Challenge were drinking room-temperature Pepsi that was sweeter than Coke. So he produced a sweeter formula and called it New Coke in an effort to win the Pepsi Challenge. It failed miserably. After less than three months, New Coke was replaced by old Coke, renamed Classic Coke. A year after Zyman took that risk, he left Coca-Cola and started an advertising business with this motto: "Think unconventionally, take risks." A couple of years later, after seeking Zyman's advice, Coca-Cola CEO Roberto Goizueta admitted that "we became uncompetitive by not being tolerant of mistakes. You stumble only if you're moving." That last sentence has right attitude stamped all over it!

More Risk-Takers

Ralph Burnet took a risk three decades ago when he joined a real estate firm to make money during the slow summer months at his ski shop. The next year he sold the ski shop and entered real estate full time. Burnet took another risk when he began his own firm with

\$18,000 during the 1973 recession and oil embargo, and in an extremely tight mortgage lending market. To drum up business, Burnet borrowed \$250,000 for a billboard campaign to launch his company.

Today Burnet Realty is the third largest real estate broker in the country; its 2,000 agents sell more than \$6 billion worth of homes in southern Minnesota, western Wisconsin, and Chicago. Burnet Financial Group includes a mortgage lending firm, a title company, insurance company, and relocation division. Believing in corporate responsibility, the group donates 5 percent of its pretax income to charity.

Burnet's business philosophy includes taking risks. He says, "So many companies are [risk averse], stifling the greatest gift their employees have: their creativity. We try new things here every month. And if we try 10 and six work, I think that's great."

"And so what if you try something and don't like it?" Burnet adds. "Don't admonish yourself. In fact, pat yourself on the back for trying something new. You've grown. You sure don't want to be standing around with a walker someday saying, 'Gee, I didn't like what I was doing,' because you don't get a second chance." 22

When Iris Harrel asked a friend to teach her carpentry, she probably did not realize what a risk she was taking. After discovering her talent for woodworking, she took classes and applied for jobs in Texas. In the early 80s, Harrel faced open discrimination; contractors refused to take a chance on hiring her because subcontractors would not take a woman seriously. Harrel moved to California, opened her own remodeling business, and now has 18 employees.

Garage Risk-Takers

Business books are rife with stories of entrepreneurs who started well-known businesses in their garages:

Before the orchards in Santa Clara County were "Silicon Valley," William Hewlett and David Packard started out in a Palo Alto, California, garage. From their initial \$538 investment in 1939, they built a company that provides quality high-tech products, computer products, electronic test equipment, medical electronic equipment, analytical instruments, and electronic components. Today, Hewlett-Packard Company is as well-known for its attitude of employee empowerment as for its products.

In 1962 trumpeter Herb Alpert and Jerry Moss started A&M Records in Alpert's garage; they hoped to put out a great product, treat people fairly, and have fun. While Alpert and the Tijuana Brass were on the road promoting records, Moss was on the phone taking orders. In 1992 they sold the company to PolyGram for about \$450 million. Alpert is especially proud of the three Christmas records A&M produced with proceeds totaling more than \$43 million benefiting the International Special Olympics.

Sez Who?

Sometimes, you can't listen to naysayers, you just have to take a risk. Despite the flunking grade Fred Smith received on his college paper that described starting a next-day air express company, he took a risk. Although his college professor derided the very idea, Smith was sure he was on to something. During some very lean years, he persevered and proved himself a person of vision. In 1995 Federal Express revenues reached \$9.4 billion; the firm had 119,000 workers in 210 countries.

Remember, you have a 50/50 chance of success the odds are even better if you plan well. (We discuss the SMART planning strategy in Chapter 4.)

Journaling Exercise

Write about one of the risks you have taken and explain why you were or were not successful.

Responsibility

A sense of responsibility is the basic characteristic required to maintain the right attitude for success and excellence. Responsibility is nothing more than being able to respond to people, places, and things; it is "respond ability."

Corporate Responsibility

While speaking about corporate responsibility, former Labor Secretary Robert Reich highlighted the growing gap between rich and poor in the United States. Since 1979, the earnings of the richest fifth

have increased by 25 percent; the poorest fifth has taken a 10-percent cut in earnings. Reich cited these masons for the gap: differences in education and training, weak labor unions, and a low minimum wage. He also blamed the breakdown of a social compact that once made it unseemly for a company to prosper while its workers withered. Reich urged business leaders to treat employees like assets to be nurtured rather than expenses to be cut: "It is possible to maximize shareholder returns and also invest in the work force. In fact, it may be the only way. What is the one unique source of competitive strength over the long term? It is your workers." 23

As an example of corporate responsibility to employees, Con Edison has reduced its work force by 20 percent over the past 10 years without resorting to layoffs. The power company has moved people from phased-out positions to other areas where they were needed. By holding job fairs, Con Edison helps employees learn about open positions in other departments; interested employees can arrange interviews right there. More than 200 power plant employees have found jobs in new areas and obtained necessary retraining.²⁴

Personal Responsibility

As an individual, you have many responsibilities they are as common as brushing your teeth, as awesome as rearing your children, as instinctive as eating and drinking, and as creative as solving a problem. You are responsible for your own attitudes. When everything is going well, most of us can accept this responsibility. When things bottom out, however, we also become responsible for fighting off negativity, for not blaming others, for pulling ourselves together, and learning from experience. In other words, for getting over it. The following points summarize our responsibilities:

It's not what happens to you that determines your success or failure, it's how you respond that counts.

Things work out best for the people who make the best of the way things work out.

How you perceive your world is the world you will live in. You can be a victim, volunteer, or victor.

Winners anticipate and respond to events effectively. Everybody else reacts according to their emotional mood at the time.

Unless you embrace and manage change, it will enslave you.

Rights without responsibilities are called entitlements. Nothing in life comes without accountability. Like rings on a tree, you are the sum total of your actions.

Your greatest limitations are those you place on yourselves.

You make your own circumstances; circumstances don't make you.

You are your own scriptwriter, and the play is never finished, no matter what your age, position, or place in life. 25

To help yourself truly relish responsibility, fill in the responsibilities list in the following space. Write down the names of all the people (including yourself), jobs, and other personal or professional situations for which you have a responsibility. Remember that others can and do share some of the responsibility for various items on your list.

Personal Responsibilities	Time Log

Next, fill in the simple time log on the right side of the list showing how much time you currently spend on your responsibilities. Finally, try not to be intimidated by the list; it helps to work on this list at various times. Fill it out now and in about six months, and every six months after that to increase your awareness of each responsibility.

Most of us run into responsible people every day without realizing it. For example, Mary was David's waitress at the Talk of the Town restaurant in Marshall, Michigan. The first impression Mary makes is that she definitely knows what she is doingthat is, she puts the customer first. Mary mentioned that even though she was scheduled to start work at 9 a.m. the next day, she would be in at 7 a.m. because

several of the waitresses would be on vacation. Tomorrow's job required more than a scheduled response from her. Responsibility could be Mary's middle name.

Three well-known responsible people are Dave Thomas, Heather Whitestone, and Jacques Cousteau. Each assumed responsibility for a personal crusade.

R. David Thomas feels responsible for children who do not have loving families. Thomas was born out of wedlock and adopted as an infant. In addition to founding Wendy's International, he started the Dave Thomas Foundation for Adoption to facilitate the adoption process. Besides speaking to social and civic groups to encourage adoption, Thomas has testified before congressional committees to change laws such as the 1980 Family Reunification and Preservation Act. Thomas believes social agencies should emphasize placing children in loving homes rather than trying to reunite families that exist in name only families where abuse and torture take place.

Former Miss America Heather Whitestone has a severe hearing impairment for which she has accepted responsibility. Even though she had to practice for six years to learn to pronounce her last name correctly, she didn't give up. During her frequent speeches, White-stone stresses the importance of screening infants for possible hearing losses because the first year of life is most important in developing language skills. Whitestone's take-responsibility-for-yourself attitude is evident in her five-point approach to life: have a positive attitude, have a dream, be willing to work, face your problems, and have a support team.

Jacques Cousteau, who died in the summer of 1997, was a self-appointed guardian of the oceans and everything in them. Through Cousteau's films and television specials, people have become more aware of the oceans' importance. In addition to his efforts to slow the degradation of the oceans, Cousteau wasn't shy about speaking out when the French government resumed nuclear tests in the Pacific. That very day, Cousteau issued a protest in France, spoke to the world press for 10 minutes, and wrote an article for *The New York Times* syndicate.

Divers still cannot dive deeper than 1,800 feet. Even so, at the time of his death, Cousteau was still looking for a way. He thought there might be cures for diseases at lower levels. "We explore not for pleasure, but perhaps to save life. . . . At the very bottom of the ocean,

life is blossoming." Only death at age 86 could extinguish his responsible attitude.

Journaling Exercise

Describe someone you know who has taken personal responsibility and how.

We love to take responsibility for our generosity, graciousness, kindness, or charity. We're not so ready to take responsibility for our anger. When we can tell ourselves, "She makes me so mad," we obviously aren't responsible. Our mistakes also remain unclaimed the devil made me do it. Keep in mind that no one except maybe Mom and the tax collector can make you do anything. When you make an angry response, you're allowing yourself to lose control. If you make a mistake, it was your choice. When you become upset, choose a responsible response by following these steps suggested by Pon and Mary Hulnick.

1. Admit that you are upset. Nothing is funnier than a red-faced person shouting, "I'm not angry." Give yourself permission to feel upset.
2. Accept your feelings. Despite all the psycho-babble, having feelings does not make you a wuss or a stereotypical woman.
3. Take responsibility for your feelings. Any feelings floating around inside you are all yours. No one makes you feel that way you choose those feelings.
4. Replace inner upset with inner loving. Anger can stem from a bruised ego; it's okay to admit that you hurt, as long as you follow that admission with self-love.
5. Make a constructive response. A caring, positive response can turn you from an angry individual to a confident mensch. 26

Journaling Exercise

How do you express anger? How could this expression be improved?

Get Over It and Get on with Life

Tired of the same old, same old? Tom, too. In fact, he planned to write a book about using attitude ladders to get out of life's ruts until we decided to collaborate on this book. Our lives develop ruts when we do the same things the same way. Some ruts are innocuous, such as driving the same old way to work or sleeping on the same side of the bed. Other ruts create a freeze-frame situation; people stop moving and huddle at the bottom of their ruts where they have no control over their own lives. The walls of their ruts become not only jailers but also protection from additional pain. In *When All You've Ever Wanted Isn't Enough*, Harold Kushner says it so well: "We can endure much more than we think we can; all human experience testifies to that. All we need to do is learn not to be afraid of pain. Grit your teeth and let it hurt. Don't deny it, don't be overwhelmed by it. It will not last forever. One day, the pain will be gone and you will still be there." 27 If you prefer a musical message, listen to the Eagles' "Get Over It."

We're talking to you if you fall into one of these categories:

Those thousands of dejected applicants not accepted by their first choice colleges. (In 1996, 16,300 applied for 1,620 freshman slots at Harvard.) Despite what you think, your life is not ruined. Stop moping, find another college, and get on with your life.²⁸

Those drowning in grief and abandonment due to the death of a spouse, child, or other loved one. Find a grief counselor or group, talk to others who are grieving, and look forward, not backward.

Those with chronic drug or alcohol problems they blame on bad genes. Get counseling, join a group, get over it.

Those with physical injuries or illnesses that make each day a challenge. Get on with your life as Stephen Hawking and Christopher Reeve have.

Those with post-traumatic stress disorder (PTSD) from war or other inhumane trauma. Get help; even though PTSD lasts a lifetime, it isn't a life sentence you can handle the effects and get on with your life.

Those downsized after giving up everything for their jobs. Now that you are a lot smarter, deep-six the bitterness and blameget over it.

Those facing a change in life style because of a physical problem. You can get on with your life.

We've lived too long and been hurt too often to imply that you can solve your problems instantly by joining a group, reading a book, or seeing a counselor. To overcome the pain, you need to recognize that climbing out of life's ruts requires a can-do attitude; keep climbing and after a while you'll be looking over the top of your rut and seeing blue sky and a future. Then, keep looking to that future and stop looking backward. Because ruts are self-built, they can be self-filled.

Remember that wherever two pieces of steel are welded together, the welds become stronger than the individual pieces. As Ernest Hemingway wrote in *A Farewell to Arms*, "The world breaks everyone and afterward, some are strong at the broken places." The strong ones have climbed out of their ruts; their pain no longer rules their lives.

Following his heart attack at 42, Dr. Robert Eliot took a good look at his life and developed these rules to live by: First, don't sweat the small stuff; second, it's all small stuff unless it's worth dying for. Today, Eliot lives that attitude.

People Who Have Gotten on with Life

Even during times when we are confronted with hardship, we can overcome the hardships and move beyond them. The following people are inspiring examples such a healthy attitude.

Kirby Puckett. The 35-year-old Minnesota Twins center fielder and power hitter was forced to retire in 1996 when diagnosed with glaucoma. One of baseball's most beloved players, Puckett commented, "Baseball has been a great part of my life. Now I have to close this chapter and go on with part two of my life." Puckett's statement proved that he is just as classy a life player as he is a baseball player.

Alexandre Dumas. This 19th-century storyteller, overcame poverty, lack of education, censorship, and bigotry. When taunted about the blackblood in his heritage, Dumas replied, "Yes, of course. My father was a mulatto, my

grandfather was a Negro, and my great-grandfather was an ape. You see, sir, my family began where yours left off." 29

Carla McGhee, a professional basketball player, overcame an auto accident in October of 1987 that shattered all but two of the bones in her face, broke her hip, tore up her right arm, and punctured her vocal cords. Specialists said she would be lucky to walk without a limp. The following September, she reported for University of Tennessee basketball practice. After graduation, she played in Europe for four years and for the 1996 U.S. Olympic team. That team's coach, Tara VanDerveer, commented, "You wouldn't wish it on anyone, but the accident in a lot of ways has shaped her personality in a very positive way. She appreciates and makes the most of the time she has with people."30

Samuel L. Jackson admits that he has acted in films and on stage while addicted to drugs. He commented that seven years ago "I had to take charge of my life and stop throwing it away or die. I did that and the results have been phenomenal. A lot of people go through the same thing and don't come out the other side. I did. . . . The important thing for me to remember is that I'm still that person and I still have the potential to be that destructive to myself and the people around me. I have to remember one day at a time that I'm not that person. It sounds corny, but that's what it is."31

The Bayliss Family worked in the radio industry in the Midwest. Then John and Alice Bayliss bought two radio stations in Southern California in 1981. Four years later, their dreams were falling into place. Then an unlicensed driver crossed the median on Interstate 5 and hit the Bayliss's car head-on. Alice sustained severe head injuries that required years of recovery. John's internal injuries proved fatal. Twelve years later, Alice owns and operates KSMA-AM and KSNI-FM in Santa Maria. Her sons, John, Jim, and Joe are board members. In addition to supporting each other, they pay tribute to John Sr. each October. During a

major media convention in New York City, the John Bayliss Broadcast Foundation sponsors a dinner and auction to raise money for college scholarships for future broadcasters. Alice says simply, "None of this would have happened without the strength of my three sons."

As we conclude this chapter, we want to point out that sometimes having a responsible attitude makes it difficult to get on with life without making amends. Take for example, Bobby Powers, who instigated an attack on a black man in Boston's City Hall Plaza in the 1970s. Powers and more than a hundred whites were leaving an antibusing meeting when he saw a black man in a business suit. The man was Ted Landsmark, on his way to a contractors' meeting. Someone with Powers viciously jabbed at Landsmark with an American flag staff. The mob broke his nose and hit his face. The scene was captured in a photo that won the 1976 Pulitzer Prize.

Two decades later, Powers did the responsible thing so he could get on with his life: He met with Landsmark to apologize. Powers carried guilt not only for Landsmark's injuries but also for the shame that scene cast on Boston. He said it felt like a "burlap T-shirt" he couldn't remove. Landsmark commented, "If Bobby's visit has any meaning to me, it's that change occurs over 20 years and reconciliation is possible."

Bobby Powers' reference to the burlap T-shirt he finally took off shows the power of imagination. Chapter 3 takes a look at imagination as a wellspring of innovation and integrity with the stories of Carol Burnett, Nelson Mandela, Phil Jackson, Peter Vidmar, and many others.

Chapter 3
Igniting Imagination, Innovation, and Integrity

Learn to listen. Opportunity sometimes knocks very softly."
H. Jackson Brown, Jr.,
The Complete Life's Little Instruction Book

In the late 1890s when Protestant bishop Milton Wright visited a small religious college, the college president asked him to stay for dinner. At the end of the meal, the mellow bishop confided that he was sure the millennium was coming, which, according to Revelation 20, meant that holiness would prevail and Christ would reign on earth for the next thousand years. Also, he was certain that by the end of the 19th century, everything that could or would be invented would have been.

For a moment, the college president who doubled as a physics and chemistry professor hesitated because he realized the religious significance of the millennium. Then he quietly disagreed, pointing out that many things were still to be created. The bishop was not pleased. His face reddened as he demanded to know just what had not

been invented. The president answered that he was certain that within 50 years men would be able to fly.

"Nonsense!" said the bishop, "Only angels are intended to fly."

About a decade later, his sons Orville and Wilbur proved him wrong. 1

With marvelous resourcefulness like that of Orville and Wilbur Wright, our minds see what could or should be. Imagination is our creative ability to see mental images of something real or not yet real. Imagination causes ophthalmologists to spend their vacations in less-developed countries enabling the blind to see. Imagination causes caring retirees to volunteer to tutor students in reading and math. Imagination causes college students to build houses with Habitat for Humanity.

A life-changing gift, imagination allows us to rise and don our better selves; the sky has no limits and the rainbow no end. Imagination comes as standard equipment from a generous God. However, some people allow it to waste away from lack of use. When we do not use imagination, we lose our childlike ability to see the technicolor world of what could be, dooming ourselves to living a black-and-white reality.

You May Have a Wrong Attitude If. . .

Your random acts of kindness are all tax-deductible.

Your idea of saving money is surfing the Internet on company time.

You decided finding a better way to do your job is not your job.

You'll never start your own business there's no one to blame when it fails.

You sell Avon to co-workers during office hours so you all have time to go out for lunch.

Your job is who you are end of story.

You enter the room and the fireplace logs hiss.

Imagination is the basis of innovation and integrity; similarly, visualization and listening foster innovative thinking. By using visualization, we can create all the innovative changes we desire in our

lives. By listening closely, we can learn about the life of another person. By imagining something entirely different than what is, we can innovate.

We develop integrity by allowing our imaginations to show us how to put our beliefs into action. This gift of seeing what could be is accompanied by a willingness to work or sacrifice for a better world. Without this vision, no one would take a stand for people or causes that seem impossible.

Imagination

Former Chief of Staff General Colin Powell once commanded 75,000 troops along the Berlin Wall that separated East and West Germany. He commented, "In spite of all the armies and the weapons we had, it was not the armies that brought down the Berlin Wall; it was simply the idea. When the ideas and the minds and hearts of men changed, that's when the wall came down. Ideas are more powerful than armies." ² That's a powerful thought if the German people had not imagined that the wall could fall, Germany would not be united today.

For years, pilots have used airplane simulators to practice flying. During their training, astronauts also use simulators to drill and rehearse so that their actions become second nature. As a result of such practicing, an Apollo moonwalker commented, "It was as if I had been here before, exhilarating, but not frightening nor unfamiliar." ³

More recently, virtual reality has enabled people in wheelchairs to practice manipulating them in a computer-controlled environment where mistakes aren't painful. The lessons they learn, however, are real enough to fool their imaginations, because human nervous systems cannot tell the difference between something experienced and something vividly imagined. That's why virtual reality is becoming a useful tool in training employees and educating students. Isn't it amazing that it has taken us this long to duplicate imagination? At last we are beginning to recognize its potential.

In the space below, write down a change in the world that you can imagine:

Visualizing

According to the Talmud, we see things as we are, not as they are. That's where imagination comes in; we can imagine our futures as we want them to be. What do you see in your future?

The lives of Carol Burnett, Nelson Mandela, Phil Jackson, and Peter Vidmar demonstrate the power of visualizing. Despite a difficult home life, Carol Burnett envisioned such a successful acting career that she even heard the applause. While being interviewed by James Lipton, host of *Inside the Actors Studio*, Burnett discussed growing up in an old apartment house in Hollywood. She and her grandmother lived in a cluttered room that served as kitchen, bath, bedroom, and living room. Her family was on relief and her alcoholic parents were divorced. Her mother lived down the hall. Despite her environment, as a child, Barnett knew she wanted to be an actor, so much so that she could see herself acting. Burnett warned, "If you see something I don't mean if you wish for it or pray for it if you *see* it, be careful; you're going to get it. If you visualize it, it's already there." 4

In the space provided, write down a change you can see in your life:

While imprisoned on South Africa's Robben Islandsimilar to America's AlcatrazNelson Mandela nurtured his vision of freedom. The 46-year-old politician was living in a cell three paces long and six-feet wide. He was in the lowest group of prisoners and received the fewest privileges. Every six months he was allowed to see only one visitor, to write one letter, and to receive one letter. Faced with a life sentence for conspiracy to overthrow the government, some people might have felt hopeless, but not Mandela. His autobiography recounted this vision of the future that kept him going: "I never seriously considered the possibility that I would not emerge from prison one day. I never thought that a life sentence truly meant life and that I would die behind bars. Perhaps, I was denying this prospect because it was too unpleasant to contemplate. But I always knew that some day I would once again feel the grass under my feet and walk in the sunshine as a free man.

"I am fundamentally an optimist. Whether that comes from nature or nurture, I cannot say. Part of being optimistic is keeping one's head pointed toward the sun, one's feet moving forward. There were many dark moments when my faith in humanity was sorely tested, but I could not give myself up to despair." 5 "I thought continually of the day when I would walk free. Over and over, I fantasized about what I would like to do."6

After 27 years in prison, Mandela strode out in 1990, still standing tall, still completely committed to his vision of multiracial democracy in South Africa.

Long before the Chicago Bulls won the 1997 NBA championship, Coach Phil Jackson taught his players to visualize championship basketball. Jackson introduced visualization and meditation to his team when he became head coach. Coach Jackson practices visualization for 45 minutes with his team before each game. During this time he calls up situations that might happen so everyone is ready if they do occur. The first time the Bulls practiced meditation, Michael Jordan thought Jackson was joking. Jordan opened an eye to see if the other players were actually meditating. Much to Jordan's surprise, many of them were.

Echoing Phil Jackson, psychologist and triathlete Jacqui Lewis suggests: "Create your own imaginary situation (a race, a tournament, a competition) and rehearse it over and over until you can think of anxiety-producing situations without feeling any accompanying anxiety." Before he won his ninth gold medal, four-time Olympian Carl Lewis summed up how he planned to win it: "I have to be better than myself, mentally." That's mind over muscles.7 Golfing great Jack Nicklaus believes half of a great shot is visualizing its success. Before every swing, Nicklaus imagines the ball's perfect flight.8

Tom has spoken to U.S. Olympic teams about the role that visualization plays in the athletes' success. In gymnastics, for example, coaches videotape an athlete's performances many times. Then they splice together a perfect routine for each athlete to watch over and over. Later the Olympians have no trouble visualizing themselves performing their routines perfectly.

Tom's friend Peter Vidmar is now a motivational speaker. In 1984 he was captain of the U.S. gymnastics team at the Olympic games in Los Angeles. Tom asked Vidmar how he used mental imagery. He explained that he visualized his routine from mounting the pommel

horse to flying off and spiking. (Spiking is the last movement, where the gymnast lands on both feet with arms raised.) Every time, Vidmar would visualize doing his routine perfectly, hear the crowd roar, and look at the judges 10, 10, 10, 10, 10. And that's how he won the gold medal 18 months of constant preparation and visualization.

For each example of someone using imagination successfully, there are thousands who have given up on themselves completely. Norman Vincent Peale told the story of walking through Kowloon in Hong Kong. When he came to a tattoo studio, Peale stopped to look at the various samples and was astonished to see *Born to Lose*. Curiosity took him into the small shop where he asked the Chinese tattoo artist if anyone actually chose that negative statement. The artist nodded. Peale shook his head and wondered aloud why anyone in his right mind would do that. The artist tapped his forehead and said that before it was tattooed on the body, *Born to Lose* was tattooed on the mind. 9

Ready to use your own imagination? Then listen up. That's right, listening sounds pretty simple, but like visualizing, listening takes practice. It is not something we do naturally, because most of us would rather be talking. Visualizing emphasizes what you can become; listening helps you understand someone else's point of view. Imagine that right attitude!

Journaling Exercise

After you decide what you want to visualize, write down a description of how you will see yourself. Add notes later about how your visualization is going.

Listening

As the following story illustrates, good listening is more than just hearing words; expectations are very important: A 20-something driver squealed his candy-apple red 3000 GT convertible around a curve on a narrow country road. Cruising along under a warm sun in his gleaming babe-mobile, he was ready for action. Something was going to happen; he could feel it in his shoulders. As a bright blue Corvette convertible approached, its driver's long blond hair whipped in the breeze. A definite babe alert! But why was she waving her long, tanned arm next to the car? Probably just a new pick-up tactic, he

thought. Both drivers slowed slightly as they approached each other; the other driver kept motioning frantically and yelled "Pig!" Frowning, the young man thought, "Why, you feminist witch!" and put the pedal to the metal despite an oncoming curve. By the time he squealed around the curve, he had thought of several appropriate, though unprintable, answers to the woman's name calling. Just then, he saw a very large pig comfortably resting in the road.

Not only do we see things as we are, we hear them as we are. The young driver's expectations in the preceding story affected his listening ability; he heard a word with several meanings and chose the wrong one. Listening is making a conscious effort to hear to really pay attention to what someone else is saying. Listening is using your imagination to learn where that person is coming from. One of the differences between an order taker and a professional salesperson is that a salesperson listens to find out exactly what each customer wants. Once a customer begins considering a purchase, a true salesperson waits. That's because the opposite of talking isn't listening; it's keeping still and waiting, which is often the key to making a sale. By not talking while the customer is considering a purchase, the salesperson does not derail that person's train of thought.

We should all imitate good salespeople by really listening to others and allowing them to finish before reversing roles during a conversation. Wait to respond; this indicates that you have been listening and need a moment to collect your thoughts. An instantaneous response indicates that you have been planning your own comments and stopped listening to what the other person was saying minutes ago. While talking to another person, we instinctively watch that person for listening attitudes indicating how much attention the other person is paying. These attitudes include:

Finding nobody home: "Huh? You say something?"

Rehearsing the monologue: "Well, of course, I would never tell you what to do, but. . ."

Playing conversational ping-pong: You talk, then I'll talk, then you talk. . .

Listening to WII-FM: "What's In It For Me?"

Pretending to listen: "Oh, yes, that's just so interesting."

Practice, practice, practice is the secret to good listening. Practice these listening skills:

1. Establish rapport by standing tall, establishing eye contact, and respectfully giving all of your attention to the speaker.
2. Listen for what, where, when, with whom, and why. If you don't remember, ask questions to clarify the speaker's message.
3. Remain calm, even if the speaker is angry or excited.
4. Listen when someone recounts an important event that happened to him or her without trying to top it with your own story. Let the speaker have the stage.

When you are responding:

1. Speak in a smooth, personal manner, using honesty, candor, and openness.
2. Give appropriate feedback by paraphrasing the other speaker's message.
3. Use vocal variety and body language.

Write down one of the preceding tips that you could use to improve your listening skills:

Employers, listen to your employees. Abraham Zaleznik pointed out that effective leaders are skilled listeners who take an active interest in the other person. Leaders suspend judgment until all the facts are known and use a "third ear" to discover what the person wants to but doesn't or can't say. 10

Politicians, take a page out of statesman Benjamin Franklin's *Poor Richard's Almanack*. Franklin wrote that we attain true knowledge by using our ears rather than our tongues. He gave others time to talk, consciously allowing a silent pause afterward to be sure they had finished speaking. By listening so carefully, Franklin learned what was really important to others. Refusing to speak when he was angry, Franklin waited until he could think more clearly, because he realized that softly spoken words often are heard more clearly than harsh loud epithets. 11

Parents, really listen to your children. Okay, so maybe when they're little they talk an awful lot, but when they get to be teens, you'll wish they were still talking. By really listening, you prove to your children how important they are to you. Actor and producer Marlo Thomas remembers that her father, comedian Danny Thomas, listened to his children: "One of the most important things about my father and the reason my sister and brother and I have such a love for him is that he was a listener. If his kid said something, he heard it." That's a great legacy. 12

Journaling Exercise

Describe someone who is a really great listener.

Really listening has fallen victim to our busy schedules. We turn into talking heads that spew out recorded messages, making our conversations resemble rote multiplication table drills, like the following:

Two times two. *Four.*

Two times three. *Six.*

I love you. *I love you, too, dear.*

Have a nice day. *You, too.*

Can I help you? *No, thank you, I'm just looking.*

How can I help you? *You can't, I'm beyond help.* Okay, well you just let me know when you're ready.

Have a nice day. *And you have a rotten one.* Why thank you. You stop back, now. *In your dreams.*

I love you. *I love you, too.* But I want a divorce. *Oh, me too, darling.*

In case you think we exaggerate, Tom was critiquing training in a fast-food chain not too long ago. The manager was certain his bottom line would improve because now his employees were asking, "Would you like a hot pie to go with that?" after taking each order. Tom suspected that these employees were just running their new hot pie tapes, so we did an experiment. On his first trip to the drive-thru order window with the manager, Tom asked for drinks and burgers.

Just as the manager had predicted, the order taker asked about hot pies. Tom politely refused. On the second trip through, Tom ordered two shakes and 12 hot pies. And the order taker asked, "Would you like a hot pie to go with that?" The manager went ashen. When they drove up to the window, the smiling employee realized what he had done and said, "Well, I guess you don't need another hot pie to go with the others."

To increase the impact of your message, help your listeners create vivid mental pictures. When people can imagine as well as hear what you are saying, they respond, "I see what you are getting at," or "I've got the picture." Here's a suggestion from Joel H. Weldon, one of this country's premier seminar presenters, for helping listeners form vivid mental pictures. While discussing the national debt, you may notice that your listeners' eyes glaze over by the time you hit the words *\$5 trillion*. To maintain interest, describe \$1 million as a stack of \$1,000 bills four inches high. Explain that \$1 billion is a stack of \$1,000 bills 333 feet high, the height of a 33-story building, and \$1 trillion equals a stack 62 1/2 miles high, while \$5 trillion equals a stack 312 miles high.

Journaling Exercise

To become a better listener during the next month, take these steps:

1. Make two lists of attitudes, behaviors, and habits that affect your listening ability. On the first, list the keepers and on the second, list behaviors you want to change.
2. As your listening skills improve, describe situations that show you are becoming a better listener.

Innovation

Futurists have been trumpeting the creative revolution as the natural successor to the agricultural, industrial, and information revolutions. According to Marsh Fisher, co-founder of Century 21 International and inventor of IdeaFisher software, "The real true source of power in any company today is ideas, and the rest is housekeeping."
13

As you try to keep up with our constantly changing world, you'll keep bumping into innovations. One example is high-definition television that will be replacing our current TV technology. Remember,

it's not the content of an innovation that matters; it's people's attitudes toward innovation. Innovative businesses are changing not only their products but also their methods of doing business. Consider the following examples.

These days Sgt. Preston of the Yukon is wearing Mickey Mouse ears, and the Royal Canadian Mounted Police couldn't be happier. In 1995 the Mounties, signed a licensing deal to have Walt Disney Canada market their image. By licensing Disney, the Mounties gained control over their image and ended the sale of tacky souvenirs that fell apart soon after purchase. The Mounties now make money to support community-based policing projects such as helping battered women and encouraging elderly Indians to work with youth.

In Bristol, Rhode Island, John Merrifield needed to keep his boatbuilding business afloat during a recession when people stopped ordering yachts. So he changed course and diversified into building prototypes for defense contractors, making windmill blades, and making large-scale public sculptures. Today, Merrifield's sales total \$1.5 million and increase 10 percent annually. Half of his business comes from building sculptures; the rest from boatbuilding, windmill blades, and prototypes.

Innovation Up Close and Personal

Change is great as long as it does not affect us. You'll need something to write on and something to write with for our minidemo of the effects of innovation. Write the words *Change your attitude!* with your usual writing hand, then with your other hand. Looking at the words you wrote with your nonwriting hand, you may think them strange or misshapen.

Any first experience is threatening; it makes us feel awkward, incompetent, and removed from our secure comfort zone. Therefore, we need to minimize the risk of innovation with proper planning. In a family, moving to a new neighborhood or going on a long vacation can be classified as an innovation because everyone is removed from a mutual comfort zone. At work, a new supervisor or a new job can demand more than we are comfortable giving.

Innovations that disrupt our comfort zones are never greeted with enthusiasm. Consider this example: When food companies first brought out cake mixes, the boxes stayed on the shelves. Puzzled executives did some investigating and discovered that women felt guilty just adding liquid to cake mixes. Everyone knew that real women baked from scratch, using a pinch of this and a cup of that. By using a comfort zone innovation, manufacturers changed their recipes so that cake bakers had to add an egg and liquid. This simple addition allowed the bakers to feel like they had made a contribution, and cake mix sales took off. 14 Now when someone asked, "Did you make this yourself?" the baker could smile and say, "Of course!"

Innovative Attitudes

For anyone who has been downsized or rightsized, innovation may be a four-letter word. As our writing exercise demonstrated, change creates uncertainty, which in reality is fear about our ability to change or sometimes management's ability to handle change. Peter Drucker suggests that innovation is a combination of attitude and practices. Employees with the right attitude expect change to be part of a company's environment. Management practices include looking for innovation and welcoming employees' suggestions for change. Also, innovation requires time and a separate space; a development department cannot be tacked onto an established unit. Drucker summarized: The innovative organization. . .that resists stagnation rather than change, is a major challenge to management, private and public. That such organizations are possible, we can assert with confidence; there are enough of them around. But how to make such organizations. . .productive for society, the economy, and the individual alike is still largely an unsolved task. There is every indication that the period ahead will be an innovative one, one of rapid change in technology, society, economy, and institutions.15

Create Innovation

Everyone has heard the cliché[cliché] that we use only 10 percent of our brain power. We're happy to tell you that researchers have reworked that figure; current figures indicate that we use about one-hundredth of 1 percent (1/10,000) of our potential brain power during our lifetimes. This means that each of us possesses an almost unlimited inner

creative resource. Robert K. Cooper suggested the following ways to develop innovative attitudes and think more creatively:

Establish and maintain an open mind and spirit of inquiry; ignore fear and familiar ways of thinking.

Remove hidden obstacles to creative thinking; these include a lack of balance in your life and poorly handled stress. (See Chapters 5 and 7 for more on this subject.)

Laugh more because humor can increase creativity and mental flexibility. (See Chapter 5 for more on this subject.)

Reject old explanations and look for ways to improve the familiar.

Ask creative questions.

Listen carefully and pay attention.

Expand your work expertise continually.

Be willing to be uncertain. 16

Journaling Exercise

Reread Dr. Cooper's ways to increase innovative thinking; then choose one and explain how you are going to apply this idea to your life.

Then again, sometimes innovation doesn't quite work. A reporter driving through cattle country stopped at a farm auction to ask a rancher why he was selling out. The rancher answered, "Well, you see, we just love cattle. It's a business my whole family could get involved in."

"So what was the problem?" the reporter asked.

"Well, we couldn't decide what to call ourselves. I wanted the Bar X. My wife wanted the Flying W. My son wanted the Lazy Y, and my daughter just wanted to call it the Suzy Q. So we all got together and called it the Bar X, the Flying W, the Lazy Y, and the Suzy Q."

Looking around, the reporter answered, "Well, that's interesting, but where are all the cattle? Have you sold them?"

The rancher nodded and said glumly, "Well, they all died due to the branding."

The lesson to be learned here is always begin with the end in mind.

Vision

Epictetus, a Greek philosopher, wrote: "What concerns me is not the way things are, but rather the way people think things are." Centuries later, Johnny Carson proved old Epictetus right when he joked on his late night television show about a shortage of toilet paper in the United States. Fiendishly, Carson went into exaggerated detail about the dire consequences of the TP shortage. To his amazement and distributors' dismay, people took Carson seriously and bought up all the toilet paper in sight. People who heard Carson's retraction later remained unconvinced; they knew there was a shortage, after all, the shelves were bare. This was a vision gone awry.

Personal Vision

Leaders must have a vision that they can convey to others, and they must begin with the end in mind so they always know where they are going. Ordinary people need personal visions, too. Having a vision of your future enables you to make it come true through your actions. Your vision also keeps you afloat during hard times.

Describe three elements of your vision here:

1. _____
2. _____
3. _____

Sandra Shank Beckwith's vision is that of being a pathfinder: As one of three female students in law school at the University of Cincinnati in the 1960s, Beckwith knew each woman would be called on every day in every class. The women quickly learned to always come to class prepared, which probably made them better lawyers. Subsequently, Beckwith was the first woman elected judge of Municipal Court and later the Common Pleas Court in Hamilton County. Elected to the county commission, she later became president of that office. Beckwith is now the first woman U.S. District Court Judge in Cincinnati. How did being first throughout her life affect her? She commented, "I think it carries with it something of an added burden. If you're first, you want to make a good impression so those who come after you don't have much pressure to perform well. . . . What I've found

is that if you do the work and do it to the best of your ability and carry your fair share, you don't have a problem with the trust and respect of your colleagues." 17

Journaling Exercise

Write about your personal vision. Don't be afraid to dream.

Family Vision

In addition to having a personal vision, create a vision for your family. In 1975 Thuc and Thanh Dinh escaped Saigon just ahead of the communist forces. When they settled in America, the Dinhs had little but their vision that each of their six children would graduate from college. As educated people, they believed that education was the key to success. Although he had been a journalist in Vietnam, Thuc Dinh took a job as a parking lot attendant and later became a stock handler at Xerox. Thanh, a literature teacher in Vietnam, stayed home with her family, then worked in a cafeteria, and later for a small computer company. The Dinhs worked opposite shifts so that their children were never left alone. The whole family worked hard and saved for college.

In May of 1996, the Dinhs' youngest child, Thuy, was the sixth of the Dinh children to graduate from college. Thuy wrote about his parents: "Thinking back, I find it hard to believe that they were able to stick to it for so long, despite all the hardships. . . . They threw away all their dreams and accomplishments by leaving their homeland in 1975, and have instead given us the love and support to allow us to achieve our dreams."18

Journaling Exercise

Write about your family vision. Include important members of your extended family.

Political Vision

The mayor of your immediate community should have a vision for its development, as should your state governor and the president of the country. When you agree with politicians' visions, support their visions for your community, state, and country. When you disagree,

actively work for what you believe that's what America is all about. In each case, the politician should remember the KISS principle in conveying a vision: keep it simple, stupid.

List leaders whom you believe have vision:

Leaders with Vision	

To get a hands-on feel for his city, former Baltimore Mayor Donald Schaefer made wandering the neighborhoods a priority. His staff always knew when he had been wandering, because that's when they received lists of potholes, dirty parks, or broken streetlights to fix or abandoned cars and dead trees to remove.

Great political leaders understand that their own right attitudes create an atmosphere that enables the right responses from others. For instance, in July 1940 Prime Minister Winston Churchill broadcast his vision to the people of Great Britain during World War II: "We shall defend every village, every town and every city. The vast mass of London itself, fought street by street, could easily devour an entire hostile army; and we would rather see London laid in ruins and ashes than that it should be tamely and abjectly enslaved."

Five weeks later, Churchill paid this tribute to the Royal Air Force: "Never in the field of human conflict was so much owed by so many to so few." Very often the politician with a vision is an eloquent cheerleader without pompoms or a megaphone.

Journaling Exercise

Write about your political vision for your city, state, or country.

Business Vision

Your employer must be able to tell you and other employees where the company is headed because the employees as well as the owners have their integrity on the line. Author Abraham Zaleznik defined ideal business leaders as focusing on imaginative ideas; taking risks;

and being visionary, dramatic, trusting, hardworking, and fair-minded. Their goals are entrepreneurial and active.
19

While traveling from coast to coast, Tom has noticed that some companies with visionary leadership, such as General Exposition Services, are increasing their training budgets. They are treating employees like the company's most important assets by making them more effective at their jobs. Once employees believe in themselves, they improve the quality of their service; this results in higher profits for the company. The best result of all is a wholesale improvement in the right attitudes of staff and management.

In 1991 a major petroleum retailer realized that training could help it retain a more loyal work force. Managers held seminars for employees to explain how they could be more service oriented. They also taught employees about new technology such as point-of-sale scanners and computerized gas pumps. That retailer's profit margins have improved by 14 percent since 1991.²⁰

In each of the following businesses, the leaders have different, yet similar, visions for success: In 1971 Jack Kahl's vision was growing his business. He bought a company for a down payment of about \$10,000 and renamed it Manco, Inc. Then he renamed duct tape. Manco makes Duck® Tape and related products. The first year his company grossed \$800,000 from sales in three states. In 1976, WalMart ordered \$88,000 worth of Duck Tape, but more important, Kahl met Sam Walton, who became his mentor: "Sam Walton. . . was the greatest entrepreneur this country has ever seen. He understood that customers are the critical ingredient in the product/marketing mix. If you please them, you win the game." Today, Kahl still assesses any new product by its usefulness to the customer. In 1995, Manco sales totaled \$130 million in an international market.

Kahl's vision makes all the difference at his Avon, Ohio, firm because he shares it with his employees and the entrepreneurial community. Employees are called partners and own a third of the company's stock. At weekly partner meetings, they make suggestions for improving operations and new products. Kahl intends to retire when he is 60 to travel, teach, and write. When people ask how Manco can survive without him, Kahl answers, "This company is in one sense a democracy, with a tremendous upflow of new ideas from the bottom up. We almost invariably promote from within. . . . We've already got tremendous built-in continuity."²¹

Journaling Exercise

Explain who you would nominate as the greatest entrepreneur in our country.

When Tony Wells was setting up computer applications for area firms, he saw a need that no one else saw rentable classrooms for computer training. Banks refused to fund Wells' idea, so he took out a second mortgage on his house, totaled his and his wife's retirement funds, and borrowed on his credit cards and from relatives. Three years ago he set up two top-notch training rooms in Columbus, Ohio. Since then he has filled the rooms with personal computers and paid off his debts. Knowledge Development Centers has added two more training rooms and has franchises in Phoenix and Indianapolis. Additional centers in Detroit, Cincinnati, Kansas City, St. Louis, Orlando, and Rochester are on the drawing board.

Wells has joined the boards of the Goodwill Rehabilitation Center, Special Wish Foundation, and Adventures for Kids, in his effort to give back to his community. Despite his jam-packed schedule, Wells finds, "There's so much excitement, we survive on that natural high of having a successful idea." 22

Tony Wells' story reminds us of the two frogs who fell into a bucket of cream. The first frog drank some cream, swam until he was tired, gave up, and drowned. The second frog kept thrashing around until he created a mound of butter high enough so he could hop out. Like the second frog, Wells knew he was going to succeed; the only question was how soon.

Along with Apple Computer and Hewlett-Packard Company, Minnesota Mining and Manufacturing (3M) has become known as a company that grows innovation. Employees are not only encouraged to work on projects that interest them but also given time and resources to produce a successful product. Many times a product is the result of an accident. For instance, 43 years ago a lab assistant spilled a synthetic latex mixture for jet fuel lines on his tennis shoes. He noticed that any liquid he used to clean his shoes beaded up immediately. Later he noticed how clean the spilled area remained. It took three years for researchers to isolate the stain-resistant properties in the original mixture. Finally, in 1956, 3M introduced Scotchgard, the world's first chemical fabric protector.

More recently, Post-It note pads resulted from a not-too-sticky glue developed by Spence Silver. Silver took a lot of teasing until Art Fry, who worked in another division, saw a use for this glue. Fry applied the glue to small pieces of paper he used as temporary markers in his church hymnal. Uncertain that they had a saleable product, someone suggested sending samples to 3M's secretaries, who found all kinds of uses for pieces of paper that would not stick forever. 3M has also developed Post-It Software Notes, which pop up from a desktop dispenser.

Perfect Failures

Okay, you say, all of this vision stuff can't be successful all the time. People do fail once in a while, don't they? Yes, they do and at 3M they are not only congratulated for trying, but they also usually get to keep their jobs. It's the same story at Ore-Ida. In fact, Heinz's frozen foods subsidiary treats failure with a boom. When an Ore-Ida employee makes a "perfect failure," management shoots off a cannon in celebration. A perfect failure is an experiment that failed, was learned from, and can be forgotten. 23 Ore-Ida and 3M employees don't mind taking risks because their companies recognize risk-taking as necessary for innovation.

Dr. Gary McGraw, vice president of development at Eastman Chemical Company suggests that we redefine the idea of success: "Success in the innovation area is gaining knowledge. So if you are a creative person and you have a great idea and you do enough work on it to show that it won't work, then you are successful because you created some new knowledge. You've learned some new things. You taught the company some things."²⁴

Danny Hillis of Thinking Machines Corporation believes the goal is to get workers to think in ways their managers cannot imagine. Because creative thinking is inherently risky, innovative organizations "have to allow people to take controlled risks. If you punish failure at the early stages too much, then people won't take risks. If you're doing anything truly innovative, a certain percentage of things have to fail. You can't say the person fails just because the idea failed."²⁵

Some innovations are just plain commonor uncommonsense. When Southern California Edison (SCE) faced a language problem, it recruited its bilingual employees to serve as spokespersons. After receiving training in communication, public speaking, and issues affecting

the corporation, SCE workers began handling calls from Cambodian, Chinese, Hispanic, Korean, and Vietnamese customers who did not speak English.

In *Built to Last*, James Collins and Jerry Porras shot down these myths about visionary companies:

It doesn't take a great idea to start a great company; few visionary companies began with a great idea.

The most successful companies do not focus on maximizing profits; they are guided by a core ideologycore values and a sense of purpose beyond just making money.

Change is not the only constant; successful companies display a powerful drive for progress enabling them to change and adapt without compromising cherished core ideals.

Visionary companies are great places to work, but not for everyone; they don't have room for those unwilling or unable to fit their exacting standards.

The most successful companies do not focus on beating the competition; they focus on beating themselves.

Highly successful companies do not make their best moves by brilliant complex and strategic planning; they use experimentation, trial and error, opportunism, and accident.

By the way, the companies these authors labeled visionary are 3M, American Express, Boeing, Citicorp, Ford, General Electric, IBM, Hewlett-Packard, Johnson & Johnson, Marriott, Merck, Motorola, Nordstrom, Philip Morris, Procter & Gamble, Sony, Wal-Mart, and Walt Disney. 26 List five core values that you would want your company to exemplify:

1. _____
2. _____
3. _____
4. _____
5. _____

Developing Vision When You're the Boss

Douglas K. Smith suggests taking more personal risk when developing a vision for your company. "Use visioning as a behavior-driven change initiative itself. Instead of shaping the process with the single objective of identifying the best vision and strategy for the organization, craft an approach that has two goals: identifying the best vision *and* maximizing the number of people, including yourself, who emerge from the visioning process having taken responsibility for change. The following actions can help you accomplish that:

Enlist the contributions of many, not just a few.

Ask how, not just why and what.

Demand that people wear two hatsyours and theirs.

Treat vision as something people live now, not just in the future." 27

Journaling Exercise

Describe your business vision for a firm you own or would like to own.

Social Vision

Social reformers also have visions that too often make headlines. The contentious, sometimes murderous, struggle over abortion jumps to mind. We are not here to praise either side. We do praise Zoe's Place, which we describe in Chapter 4, for putting their talk into action. As a member of the board of directors of the Child Abuse Prevention Council for Orange County, Tom is very concerned about all the children who are already here. We need to prevent cyclical child abuse in families. We need to concentrate on children already born who hunger for love, for homes, for food, for clothing, for a sense of self. Throughout this nation, some children go to decrepit schools that can be categorized as cruel and unusual punishment. Some children are afraid to go out to play. Some children suffer mental abuse in stressful, tumultuous home conditions. Some children receive only hate and learn only to hate. Our children are self-fulfilling prophecies; they are what they learn or don't learn.

One social reformer, Mother Teresa, had a most effective way of reminding her workers of their vision. She said, "I have five sisters

getting M.D. degrees and far greater numbers getting R.N., L.P.N., and M.S.W. degrees. But a funny thing happens. They come back from their education and they are concerned about titles, offices, and parking privileges. So. . . I send them to the Hospice of the Dying. There they hold people's hands, pray with them, and feed them. After six months of that, they typically get things straight again and they remember their vocation is to be a spiritual presence first and a professional presence second." 28 That's one attitude adjustment technique that won't readily transfer to other situations, but it illustrates the need for visionaries to be practical.

Dick Anthoven, a white South African millionaire is another practical visionary. Three years ago he bought a rundown farm and winery called Spier in the wine country north of Cape Town. To run it he hired George Frans, a black wine manager who learned his trade by working in vineyards for free. Frans is delighted with his job because he believes in Anthoven's plan to give workers a better life and help them learn on the job. According to Frans, "The owner had this vision of what we could really do with this place. We're really getting down to doing what's right."

About 80 percent of the winery's 280 workers are illiterate. In addition to learning to read, they are learning skills from experienced workers and managers that they can use later. Frans believes that one day each of them will be a farm manager.

Journaling Exercise

Write about your social vision and don't be afraid to dream.

Integrity

When astronauts circle the earth, they can identify only one structure built by humans: the Great Wall of China. Through the centuries, various emperors added to it until today the wall is 1,500 miles long; its height ranges from 20 to 50 feet; its width spans 13 to 40 feet. In the third century B.C., Emperor Shi Huangdi began the wall by ordering workers to erect a wall of earth and stone in northern China. Tired of his country being invaded by nomadic tribes from the north, this new wall was to connect older walls and form a secure border. When his wall was completed around 228 B.C., the emperor was

certain that no enemies could breach a wall so thick and so high. Wrong! Three times in the first 100 years, enemy forces got through the wall. They did not go over it; they did not go through it; they simply bribed the gatekeepers. Imagine the wrath of an emperor powerful enough to order hundreds of workers to build the Great Wall yet unable to control the integrity of his gatekeepers.

Socrates said that persons with integrity were in reality what they appeared to be. This makes complete sense because before we can achieve the kind of lives we want, we must think, act, talk, walk, and conduct all of our affairs as if we were the persons we wish to be. To have integrity, we must invest in and insist on the integrity of our individual identities. Each of us must maintain our integrity because that is the only way we can trust each other. In the stories that follow, a mantle of integrity connects people from different times and places.

Integrity is both who we are and what we do. Galileo Galilei was a man of integrity whose actions supported his beliefs. While teaching mathematics in Pisa around 1589, Galileo would drop rocks off the Leaning Tower in his spare time. He discovered that a two-pound rock and a 10-pound rock reached the ground at the same time. When he demonstrated this to the scientists of his day, they said that could not happen because everyone knew that weight affected speed. So Galileo offered to repeat the experiment.

Less than two decades later, Galileo announced that the earth was not the center of the universe; but again, everyone knew differently. Galileo's statement of fact caused him to be condemned to life in prison. In addition, Italian printers were forbidden to print anything he wrote. Although his sentence was commuted, Galileo spent the rest of his life under house arrest. His struggle exemplified scientists' need for freedom of inquiry. Today, most people think of Galileo as a pioneer of modern physics and telescopic astronomy, but we think of him as a man of integrity.

A Russian poet said, "Silence when a person sees a fault is a lie." *Common Fire: Lives of Commitment in a Complex World* investigates why some people see faults, or things to improve, that others never see. After interviewing 100 people nationwide, the authors found that compassionate people share these traits: flexibility, strength of spirit, and a sense of humor. 29 We'd like to add that people committed to helping others also share integrity; they are acting out what they believe in and correcting society's faults.

While imprisoned in a death camp, Viktor Frankl wondered why a few people survived when most died. Frankl discovered that those who survived had a future vision, a mission to perform, some important work to do. 30 Sculptor Alfred Tibor is a death camp survivor who had some important work to do. Tibor appreciates his freedom: "I am celebrating my freedom with my art, my life, and my existence. . . . And do you know another thing? I do not have bad days. If it's raining or if it's sunny, it's a good day because I am free. . . . Freedom is so gentle, if you're not carrying the freedom, you're destroying it. And where is freedom? It's inside of you."

When he's not working in bronze, marble, or alabaster, 76-year-old Tibor tells schoolchildren about living without freedom during the Holocaust and during the communist occupation of Hungary. Tibor hopes he is providing a voice "louder than the guys preaching the hate." Before he and his family landed in Miami in 1957, Tibor had survived concentration camps, prisoner of war camps, and the Hungarian Revolt. No wonder he loves freedom.31

Jot down the names of people who have integrity.

People Who Have Integrity	

In January 1896, Boston socialite Harriet Hemenway began to feel guilty for wearing feathers in her hats. Today this sounds a bit strange, but in the late 19th century, hunters killed 5 million birds annually to satisfy the dictates of style. When Hemenway heard that the fashionable hat trade was fueling the wholesale slaughter of birds, she knew she had to risk alienating people, because it just wasn't right. She and her cousin Minna Hall sat down with her Blue Book of Boston society. They checked off the names of fashionable ladies who wore feathered hats and might join a society for the protection of birds.

Hemenway targeted two groups: First she met with the scientific and social leaders in Boston. During this meeting they formed the Massachusetts Audubon Society to "discourage buying and wearing. . . the feathers of any wild bird." Second, Hemenway held a series of teas for the ladies of Boston, where she urged them to forsake feathers

and join the Audubon Society. Not long afterward, women in other states formed societies. Two years later the National Association of Audubon Societies was formed. 32

When people mention recruiting violations, Michigan State University is one of an increasing number of schools that leaps to mind. No one got too excited in the spring of 1996 when the media trumpeted conjectures about major infractions in the Spartans' football program. Shock waves resulted, however, when the whistle-blower was revealed: M. Peter McPherson, MSU president. McPherson believes "you can do things right and still succeed. What you basically have to do is decide who you serve and then constantly measure how well you are keeping up."

McPherson's other changes on the MSU campus are the result of quiet persuasion: the Detroit College of Law moved to East Lansing from a decaying downtown location; MSU's bookstore was privatized to save \$2 million annually; the state legislature increased its support of MSU. McPherson also announced a program under which every MSU student has a chance to study abroad for one semester without paying extra fees. He believes "knowing other languages and other cultures is going to be a key requirement for success in the 21st century, whatever you do." McPherson should know; after graduating from MSU in 1963, he served with the Peace Corps in Peru.33

When a disaster struck Lawrence, Massachusetts, on December 11, 1995, a Jewish Santa Claus came to the rescue. A fire at Malden Mills Industries, Inc., seemed like it would destroy the jobs of 3,000 local textile workers, who feared their charred company would close or move south. But they didn't worry for long.

Owner Aaron Feuerstein paid a Christmas bonus and three months' salary to each employee. More important, he pledged not only to rebuild but also to improve one of New England's last successful textile mills. Two weeks after the fire, Feuerstein's factory was back in partial operation, manufacturing Polartec and Polarfleece, which are used in outdoor wear. Within a month, most workers were back to work. Feuerstein kept his jobless employees on the payroll until the company had taken a \$50-million hit. In July 1996, he wrote to the 400 still waiting to return, advising them to look for other employment. Meanwhile Feuerstein extended their health benefits, provided extra training, and promised they would be given first crack at the new jobs, even if they were employed elsewhere.

Aaron Feuerstein claims he's not a mensch and that he just kept paying his workers because he needed them. His business philosophy is simple: "Once you break the workers' trust, I don't think you ever get it back. You'll never get the quality you need. Once you treat them like a cuttable expense, instead of your most important asset, you won't recover. I am firmly convinced the degree of loyalty our people have extended Malden Mills is equal to or greater than what we have done for them." Sixteen months after the fire, the new \$200-million, 600,000-square-foot, two-story building was complete and the plant was in full operation; all but about a hundred of the original employees had been rehired.

Journaling Exercise

Write about someone you know who has integrity, explaining what that person has done.

Captain Scott O'Grady the American pilot who was shot down in Bosnia and survived on bugs and grass until he was rescued captured America's heart. Now in the Air Force Reserves, O'Grady is stationed at Hill Air Force Base in Utah. Between flying 10 to 15 days a month, he gives speeches. O'Grady takes his fame but not himself seriously. He believes that "whether you deserve [fame] or not, you have a responsibility to act in a decent manner and . . . work to benefit others." Accordingly, O'Grady has endorsed two charities, Make-a-Wish Foundation and St. Jude's Children's Hospital. He also speaks to school groups as often as he can. O'Grady says he is not a hero because "the only person I helped was myself, by surviving." O'Grady defines a hero as "a teacher helping students, parents helping their children learn right from wrong," and the 61 people who endured hostile fire to rescue him. Okay, Scott O'Grady, you say you're no hero; but with all that integrity, you're a hero to us!

Chicago's Joseph Cardinal Bernardin died on November 14, 1996, after fulfilling his vow to show the nation that death was a friend, not something to be feared. After Bernardin announced his terminal condition in late August, a reporter asked if he didn't want to be with his family. The 68-year-old Bernardin replied, "You are my family." Even after discontinuing chemotherapy, he continued ministering to his family until two weeks before his death. Television coverage of his funeral indicated that Bernardin's family included a good part of

Chicago and the world. From the dignitaries in the front pews to the sidewalk throngs that watched his funeral procession, Joe Bernardin brought together divergent groups in death, as he did in life.

In 1996 Poland proved that it is a country with enough integrity to admit its mistakes. On July 7, Prime Minister Włodzimierz Cimoszewicz led a commemoration honoring 42 Jews massacred on July 4, 1946, in Kielce. Ironically, Europe's last pogrom occurred after World War II. Before the war, Poland had 3.5 million Jews; afterward, 250,000 survivors of the Holocaust returned to Poland. However, as a result of the Kielce pogrom, only 5,000 to 10,000 Jews now live in Poland. In 1946, Poland's communist government banned mention of the Kielce pogrom; only after that regime ended in 1989 did people begin to ask questions. A dozen theories still fuel discussions, but little certainty exists. Months before the ceremony, the Polish government issued an official apology to Jewish leaders for this act of anti-Semitism, "our common tragedy."

Our last example is an organization with integrity: ORBIS International. This nonprofit, humanitarian organization fights blindness through health education and hands-on training for ophthalmologists, nurses, technicians, and health care workers in other countries. Each week volunteer doctors join ORBIS's medical team to operate and teach. David heard of this organization from his ophthalmologist, Dr. Larry Birndorf, an ORBIS volunteer. Since 1982, ORBIS has conducted 250 programs in 71 countries. In 1980 United Airlines donated a plane that became ORBIS's first flying eye hospital. United also trained ORBIS pilots and provided pilots and a full-time mechanic. Federal Express ships ORBIS's medical supplies without charge.

When ORBIS first came to Romania, for example, only three doctors were trained to use an operating microscope. While a volunteer demonstrated a corneal transplant on an 11-year-old Gypsy boy, Romanian doctors in the plane's classroom observed and discussed the procedure. Currently, 25 doctors now trained in microsurgery have helped about 4,000 Romanians to see again. We salute both ORBIS and the generous professionals who donate their time and skills. 34

ORBIS is a perfect example of SMART goal-setting; its goals are to alleviate suffering and to educate. ORBIS began by assembling the personnel and equipment; after that, the organization worked out the logistics and achieved its goal. We discuss goals and SMART goal-setting in Chapter 4.

Chapter 4

Nourishing Goals Through Greatness and Graciousness

"Would you tell me, please, which way I ought to walk from here?" asked Alice.

"That depends a good deal on where you want to get to," said the cat.

"I don't much care where," said Alice.

"Then it doesn't much matter which way you walk," said the cat.

Lewis Carroll,

Alice in Wonderland

People with the right attitude focus on their goals, just as actor-turned-activist Christopher Reeve does as he lobbies for those with spinal-cord injuries. Focusing on increasing research funds and insurance caps gives him the energy to achieve his goal. Those who lack that ability to focus on goals remain forever bound to stationary wheelchairs by their thoughts of failure. Let's face it. Like Alice (in Wonderland), many people refuse to set goals for themselves because they fear failure; even if no one else knows about their goals, they risk

really wanting something and not getting it. Oh, the pain of it all. If this is your problem, change your attitude by continuing to read about setting realistic goals and achieving them and then rereading the "Risk" section of Chapter 2. Ninety-five percent of achieving a goal is knowing what you want and figuring out how you are going to get it. The rest is activating your plan on a daily basis; that's the follow-through part.

Gracious people pursue goals motivated by a love of others. They are the icing on humanity's cake, the oil on our squeaky wheels, the balm for our souls. Graciously they feed and shelter the homeless, baby-sit for single parents, and visit shut-ins. In this chapter we will introduce some wonderful, gracious people. There will be no Howard Sterns here. (Not that you aren't wonderful in your own way, Howard.) Somehow, gracious people manage to float above problems that scuttle the rest of us because they are so busy being grateful for and using their gifts.

People who rise even further above seemingly impossible situations possess greatness that is always goal driven. These impatient characters see something that needs changing and they just do it. The people we profile in this chapter are change catalysts for nations and the world. Great people have buildings named after them; gracious people don't and couldn't care less. Both achieve their goals.

You May Have a Wrong Attitude If. . .

You went to Disney World but they wouldn't let you in.

Your idea of forgiveness is revenge.

You don't trust anyone of a different race, religion, or culture.

Your grandkids ran away from home the only time you baby sat.

Mr. Rogers asked you to leave the neighborhood.

You laugh at people who share their dreams and claim they just lucked out when they achieve them.

You think a compliment is something owed you, and somebody sure owes you big time.

Goals

Need some motivation to establish even *one* goal for yourself? Consider this: The University of North Carolina at Chapel Hill surveyed 4,000 retired executives whose average age was 70. Researchers asked these former titans of industry what they wished they could have done differently. The most frequent answer was something like, "I would have taken charge of my own life, set my own goals, and not let anyone else do it for me." In other words, these executives would have created happier environments for themselves. Motivational speaker and writer Denis Waitley describes people without goals as spectators in the arena of life, doing the wave and cheering for those who participate. ¹

To be honest, choosing goals is easy; it's the follow-through that's the killer. Actually taking yourself seriously is difficult stuff; goal setting must have top priority in your life, and at times, you'll need to make sacrifices. Indiana University basketball coach Bobby Knight commented, "Everyone wants to be a winner, but hardly anyone wants to prepare to be a winner." That's a pretty good attitude statement for a man better known for throwing chairs and screaming.

Goal-setting is one of the eight ways to change attitudes that we introduced in Chapter 1. A study at UCLA revealed that 93 percent of all communication is nonverbal; this means it is subconsciously sent and subconsciously received.² When you first set a goal, therefore, your subconscious begins working with the single-mindedness of a honey bee in search of nectar; your subconscious makes sure you attain the goal you establish. Conversely, if you send your subconscious mixed messages, it doesn't know what to deliver.

Pitfalls in Achieving Goals

Bobbe Sommer suggests that one pitfall in establishing goals is keeping a *yabbit*; this pitiful critter is a lousy pet because its mother is a *when-I* and its father an *if-only*. When we talk ourselves out of taking action and setting a goal, we use excuses that begin with *yeah, but, if only*, or *when I*. For example, *Yeah, but* I'll be so much older than all those kids taking management classes; *if only* I had more time, I'd teach my children how to fish like my dad taught me; or *when I* retire, I'll take up painting miniatures again.

Another major detour on the road to goal-setting is Can't Boulevard. As we pointed out in Chapter 1, self-talk is part of our original

equipment package. Hearing a you-just-can't-do-anything-right message repeatedly can cause you to camp out permanently on Can't Boulevard. Only you can change the self-talk and move to Can-Do Parkway. Remember, *acting as if* changes your thinking, and subsequently, your actions. 3

Postpone Gratification

Still another pitfall in goal-setting is the need for gratification. If you chase a goal, you're giving up time and money that could be spent on other fun things. As a steeplechase participant in four Olympics, Henry Marsh knows about giving up time and money to pursue a goal; his motto is "Don't sacrifice what you want most for what you want now."

In the 1960s, psychologist Walter Mischel performed an experiment at Stanford with preschoolers and marshmallows. Each child had to choose between receiving one marshmallow immediately, or two marshmallows in about 20 minutes. A follow-up study a decade or so later revealed the one marshmallow kids turned into stubborn, indecisive, stressed teens. The two marshmallow teens were more socially competent, self-assertive, and better able to cope with frustration. Choose to be a two-marshmallow goal seeker.⁴

If you want to do your own follow-up study, write down a time when you didn't delay gratification and another time when you did in this box:

I was a one-marshmallow kid when I _____

I was a two-marshmallow kid when I _____

Excellence, success, and happiness all require stick-to-it-iveness. Alan Loy McGinnis, author of *The Power of Optimism*, quotes Irwin C. Hansen, CEO of Porter Memorial Hospital in Denver. "You don't need talent to succeed," insists Hansen. "All you need is a big pot of glue. You smear some on your chair and some on the seat of your pants, you sit down, and you stick with every project until you've done the best you can do."

Postponing pleasure to produce excellence makes the pleasure that much more of a reward. It also leaves a residue in your memory to promote similar activity next time.

Journaling Exercise

Explain how delaying gratification has worked for you or a friend in the last year.

Goal-Setting by Default

Goal setting by default is like driving from Miami to New York by way of Des Moines. Bobbe Sommer points out that everything you have done in your life has occurred because it was someone's goal. Most of us graduated from elementary school because our parents sent us to school, not because we set a goal for school. If you cannot remember ever personally setting a goal, you'll want to figure out just who has been setting your goals for you. Imagine how much more effective you would be if you were gliding bee-like through the air toward a goal, instead of ricocheting around achieving goals set by default. 5

Stephen Covey points out that sometimes "we set goals and work to achieve them, but either the circumstances change or we change. A new opportunity surfaces, there's a shift in the economy. . .we get a different perspective. If we hold on to our goals, they become masters instead of servants. But if we let them go, we often feel uneasy or guilty that we did not keep our commitment."6

As we mentioned in Chapter 2, change happens. When it does, we can use twister Chubby Checker as a model for managing change while achieving a goal. Checker was all of 4 years old when he decided he wanted to be on the stage (his goal). In the 1960s, Checker was teaching the world the twistthat's a dance, young peoplewhen the Beatles and other British groups hijacked popular music. Keeping his goal in mind while his theater dates evaporated, Checker wrote to clubs in various cities to announce he was available (his minigoal). In a few years, he was playing 278 dates a year and had his own band that could play twisting, not rock, music (his minigoal). In 1980 Checker took stock again; he reasoned that most of his early fans were now businesspeople and marketed himself for business banquets

and conventions (his minigoal). In the 1990s he went back to the clubs and theaters, this time to entertain young people (his minigoal). In the spring of 1996 Checker made his Broadway debut in *Grease* (his minigoal). Goal seeker Chubby Checker has shown us how to do more than the twist. Young people today can expect a minimum of five to seven career changes; they may want to emulate Checker's twisting, turning approach to success. 7

Sometimes goal seekers become myopic, mistaking having a goal for having a life. (We will discuss this in Chapter 7.) Goal-seeking isn't a once-in-a-lifetime happening; it is a continuing process that we use to improve our lives and to update our attitudes. So live today as today, not as a rehearsal for tomorrow.

Ready-Fire-Aim Goals

Thorough planning is key to achieving the goal you desire, as Stephen Covey points out with this story: When Mikhail Gorbachev was president of Russia, he made alcohol illegal so that his people would not drink so much. Unfortunately, he had forgotten the lesson of Prohibition in America sobriety can't be legislated. Instead of becoming more productive, people replaced alcohol with narcotics. Gorbachev's goal of reducing alcohol consumption was achieved with a side effect worse than the problem itself. Taking a ready-fire-aim approach means you'll likely shoot yourself in the foot.⁸

Deciding on a Goal or a Series of Life Goals

As we discussed in Chapter 3, your personal vision is based on your values, which in turn determine your life goals.

Journaling Exercise

Explain the values that guide your life and how they do so.

To reach your goals, break them up into short-range goals or minigoals that are flexible. These minigoals take less time to accomplish and offer you options as you approach your goal they are like stepping-stones leading to your goal. Denis Waitley suggests setting your core values in concrete and putting your short-range goals in pencil or on a computer disk so they can be revised as needed.

SMART Goal-Setting

Is your goal reasonable for you right now? For example, a sandwich generation person with parents and children to care for may have little time for a large, involved goal. A smaller goal, however, is still possible. To be sure that your goal is attainable, make sure that it is SMART.

Specific.

Measurable and malleable.

Action-oriented and anticipated.

Realistic and reachable, but still a stretch beyond the comfort zone.

Time-conscious and timely, especially regarding deadlines.

Specific goals are personal, present-tense goals, such as "I am learning to in-line skate this fall." Specific goals give you a smaller target than, say, "I am improving the world." Narrowing that global wish down would result in something like "I am tutoring reluctant readers at the Eleventh Avenue School from September 5 through June 15." Stretch goals pull you out of your present comfort zone to a new level of achievement (as a volunteer tutor, for example).

Measurable goals allow you to document your progress by choking amounts and dates, such as "Within six months, I am accepting a job that pays \$10,000 more than my current position." For goals that are not as easily measured, such as "I am looking at my job more positively," write in your journal what you are doing daily or weekly to achieve your goal. Malleable goals are as pliable and resilient as modeling clay.

Action-oriented goals can be divided into the specific actions, or minigoals, because they comprise your plan of action to achieve your goal. If your goal is to learn archery, you may set these minigoals: buy the equipment, find a teacher, go to the lessons. The minigoal of buying equipment can be divided into stuff: deciding if you want a new or used bow, investigating the brands, and checking on brands by calling the local archery club. Anticipating goals helps you stay on course as you visualize what you want (to become an archer, for example).

Realistic goals allow you to establish a comfort zone within the bounds of risk and safety. If your goal is to buy a new car, how much debt risk will you be comfortable with? Would purchasing a gently

used car allow you to satisfy both your debt risk and your need for financial safety? Some risks are not worth taking. You may decide that a new BMW is not realistic for you right now and choose a used Ford. Reachable goals provide a reality check.

Time-conscious goals allow you to do three things: 1) Decide if you can achieve a goal or complete a list of minigoals at this time without destroying the balance in your life (your goals should complement your life, not add conflict); 2) Complete one goal before undertaking the next; 3) Schedule just enough time to achieve your goal, because with too much time you'll get bored.

Journaling Exercise

Explain how you are using SMART goal-setting to determine your goal.

Write Down Your Goal and Minigoals

Now is the time to identify what you currently want out of life. Whatever you do, don't confuse life goals with a wish list. Goals are action-oriented (for example, "In September I am enrolling at State U to finish my degree in biology"). Wishes are passive (for example, "wouldn't it be nice if I won the lottery?"). In Chapter 1 you wrote down an attitude that you wanted to work on, so you may want to base your goal on that attitude. For example, if you want to decrease your chronically angry attitude, a goal may be: "I will become more calm and reasonable each day." Write your goal here:

My current goal is _____

Planning to Achieve a Goal

Proper planning prevents poor performance. Planning includes writing down your goals, minigoals, and stuffall the minor tasks that you must complete, such as making phone calls, filing, dry cleaning pickup. Taking time to write out a plan helps you visualize your goal and see what you must do to get them. Use a pen and pad, a

spreadsheet, or a wall chart anything that gives you a picture of how you are going to achieve your goal. Consider what could go wrong with your plans. Create a checklist for each step for the stuff, minigoals, and goal. That way you will also have a clear agenda for yourself for each step.

Celebrating a Goal Accomplished

Each time you complete part of your goal-seeking agenda, celebrate! Congratulatory self-talk is definitely in order. Reward yourself. Small rewards are okay for stuff, slightly larger rewards for doing minigoals, and bigger rewards for achieving your goals. Enjoy the realization that by setting and achieving a goal, you have done something most folks don't have the guts and perseverance to do.

While working on this book, David rewarded himself after completing minigoals. At times the minigoal was as "mini" as completing a couple of pages. In the past, when he rewarded himself before doing any work, little was accomplished. Recently, his reward for accomplishing a minigoal was two chocolate almond biscotti and a large daily special coffee at a local coffeehouse.

So, what will your reward be when you achieve your goal? Write it down in this box.

My rewards for finishing minigoals are _____

My reward for reaching my goal is _____

Successful Goal-Seekers

Successful goal seekers come in all shapes and sizes, and from all over the world. In Chapter 3, you read about how gold medalist Peter Vidmar and the other U.S. Olympians used visualization as part of their training. While Tom and Peter were talking about winning the gold, Vidmar mentioned that he always stayed focused on his goal. "I knew I wanted the gold medal. I found out that you cannot work out constantly, but you can focus mentally on what you want. Obstacles are what you see when you take your eye off your goal." That really makes sense, so be careful; don't allow other people to cause you to

take your eyes off your goal. You know that a runner who turns because of a noise in the crowd has a good chance of crashing into a hurdle. Ignore distracting obstacles while focusing on your goals.

List two obstacles that could distract you from reaching your goal:

1. _____
2. _____

As you strive to set and reach your goals, consider the following stories of those who have done so.

Zoe's Place is a hospice in Liverpool, England, for children under the age of three who are terminally ill or severely disabled. The Life organization runs this home as part of its campaign against abortion and euthanasia. Manager Nicky Goldberg explained, "It is no good saying life is precious and expecting people to struggle on. Zoe's is our answer. We give parents support and time to consider."

Karen and Roy Tyndall are grateful for the respite Zoe's provides. Their daughter, Fiona, has cerebral atrophy that prevents her brain from developing. Karen said, "She was so tortured, I was at the end of my tether. . . . The love and attention she has received at Zoe's Place has saved us and helped her improve." In Zoe's homelike atmosphere the emphasis is on fun and physical contact. Goldberg said, "The babies badly need to be cuddled. That is often their only form of contact." Zoe, by the way, means *gift of life* in Greek. 9

At a very young age, Evelyn Glennie knew exactly what she wanted a career as a musician. When she was 12, the nerves in her ears deteriorate. By learning to lip read, Glennie continued attending regular schools. A native of Scotland, Glennie calls herself a fairly determined person who sometimes turns stubborn. Perhaps that is why she was the first student in solo percussion (marimba, timbales, snare drums, cymbals, congas, bass drum) at London's Royal Academy of Music. Because she was the Royal Academy's first deaf student, the media made Glennie the subject of TV documentaries that created curiosity; concert organizers hired her for lunch-time recitals and later concerts. Glennie has performed all over the world; in fact, she keeps percussion kits at her home in London, in Japan, Europe, and the United States. At first, she worried about finding enough solo percussion music; now composers are writing pieces for her.¹⁰ Glennie

believes she is the first full-time solo percussionist in classical music; one of her six recordings won a Grammy.

Choosing Your Next Goal

Achieving goals helps you to grow and stretch. As Elwood Chapman says, "Goal-oriented people are more positive than others. The primary reason for this is that they are so involved in reaching their goals that they do not have time to dwell on negatives. It is a credible formula. Once they reach one challenge, they create another. A goal becomes a positive factor. A realistic, reachable goal motivates you to reach your potential." 11

Write your next goal here:

Graciousness

Give graciously of your time and talent to yourself, your family, your friends, and community in that order. Be sure to start with yourself. John-Roger and Peter McWilliams suggest developing an attitude of gratitude for everything in your life. Yes, be grateful for the wonderful, the good, the awful, and the terrible things in your life. What? you say. Why be grateful for the terrible things?

There are two reasons. The first is that everything is in our lives for a purpose, and sooner or later we learn that purpose. For example, Richard Bloch recognizes that people can both learn from and survive cancer. The founder of H&R Block tax preparation service, Bloch is a lung cancer survivor. To motivate others to fight cancer, Bloch and his wife, Annette, have been building cancer survivor parks in cities in North America. So far, they have built eight parks at \$1 million each. Cancer-free for 16 years, Bloch hopes that the survivor parks convey his message: "Cancer is a word, not a sentence. There is life after cancer." At the center of each park is a list of five-year cancer survivors in the area and a 5,000-pound granite ball supported by jets of water in a fountain. Due to its well-balanced support, the massive ball moves at the touch of a finger, reminding people that despite cancer's power, intervention can change its course.

The second reason to develop an attitude of gratitude for everything is the joy this attitude creates, because your mind has little room for negative thoughts. This means making time to appreciate everything especially everyday things such as a telephone. In addition to answering calls from telemarketers, we share joy and sorrow and connect with friends over the phone. Be grateful to inventor Alexander Graham Bell, the local phone company, those who lay fiber cable or string lines, those who put phones together, and so on. 12

Rex Hudler has an attitude of gratitude for the game of baseball. Hudler is grateful to still be playing baseball at 35; he'll go anywhere and do anything to play. In 1997 Hudler played for the Philadelphia Phillies. During 19 seasons, he has played in two countries for 16 major and minor league teams at seven positions. At first, Hudler felt slighted that managers saw him as a part-time utility player. Then he changed his attitude and realized that being so versatile was his greatest asset, along with his legs, his zest for the game, and his spunk. Hudler views his job as a baseball player as a reward for hard work, dedication, and desire. "I'm just tickled to be out here and have a job. I'm having more fun playing baseball than I've ever had." 13

Journaling Exercise

Describe how you have shown your attitude of gratitude in the past, or how you will in the future.

Gracious Corporations

Savage & Associates believes in giving back to the community as well as to its employees. With sales totaling \$442 million in 1994, Savage is one of the nation's top 100 financial planning firms nationwide. The firm is active in the Toledo, Ohio, community because President Robert Savage believes that unless his people care about the community, they cannot care about individuals who need financial planning. Even competitors describe Savage & Associates as a highly professional and ethical organization.

In addition to its community service, Savage is noteworthy because of its attitude toward employees. Robert Savage says, "We think of people as co-equals, the whole place is really built on that. I think it makes more sense: If people are happy, they perform better." The firm attracts the best young people it can find and tries to keep

them happy. Of Savage's 60 senior employees, 58 joined right out of college; the youngest has been there 15 years. That's a company with the right attitude.

Dayton Hudson Corporation also demonstrates corporate graciousness by donating 5 percent of its pretax profits to the community. Regardless of its annual profit picture, Dayton Hudson has given more than \$350 million to arts organizations and social action groups since 1946. Operating 1,032 stores in 34 states, this retailer planned to invest \$23 million in those communities in 1996. Some of Dayton Hudson's projects in Michigan have been to help restore Detroit's Opera House, support arts-centered education in Detroit schools, help people find and prepare for jobs in JobPlus, operate a Career Exploration Program for high school students, and contribute to the Battle Creek Zoo's bald eagle aviary. Dayton Hudson's Retiree Volunteer Association has 1,400 members who contribute 61,000 hours a year to nonprofit organizations. That's definitely a gracious attitude.

Gracious People

Gracious people set goals to help others in their communities. Graciousness is a gift to those who have it and a blessing to those who cross their path, and a right attitude in short supply. In 1995, 93 million people in the United States volunteered 20.3 billion hours one billion more than in 1993 according to a Gallup Organization study. In 1995, 48 percent of all Americans volunteered and 37 percent of those increased the time they spent volunteering. In the business community, 82 percent of corporations sponsor volunteer programs for their employees and 26 percent actually give employees time off to volunteer. 14

Headlines never tout "Graciousness Gains Ground in Grand Rapids" or "Brooklyn Relaxing under Graciousness Siege." With graciousness, the little things count. For example, Joel Weldon, a well-known motivational speaker, suggests sending brief thank-you notes to people who have contributed to our lives, whether they are clients, friends, relatives, or associates.

Actor Richard Dreyfuss believes everyone has an individual responsibility to help improve the world. In 1991, along with corporate and entertainment executives, Dreyfuss began a volunteer action center, L.A. Works. The center is similar to an interactive bulletin board that matches people in need with people who want to do something.

Each year L.A. Works provides more than 75,000 volunteer hours to over 650 southern California community-service organizations.

Despite well-publicized in-your-face NBA stars, graciousness also can pop up on a basketball court. After home games, the starting center for the University of Dayton in 1995 was surrounded by young autograph seekers. Chris Daniels obliged his young fans, enjoying them as much as they idolized him. One evening, a mentally challenged young boy hung back before working up the courage to ask for an autograph. Daniels agreed, but only if the boy signed an autograph for him, giving the boy an instant shot of self-esteem. Perhaps Daniels remembered how he felt as an 8th-grader when he was told that he would never graduate from high school due to a learning disability.

Daniels earned a degree in communications management and was a 5th-year senior pursuing a second degree in sociology. He ranked second in the nation in field goal percentage at .679, and hoped to use his 6-foot-10, 238-pound frame playing basketball in Europe. In February 1996, at 22 years of age, Daniels died of a cardiac arrhythmia. He left a legacy of graciousness (except when he was rebounding). We should all have such a learning disability. 15

Since 1994, barber Eugene Parker has been giving free haircuts to 40 or 50 senior citizens every Thursday. The Cleveland barber claims he's just plain selfish: "You know, I get so much more out of doing this for older folks than I could ever give them. I learn so much from these folks who worked and suffered to get me where I am today. And it really makes me feel good to know I can pay them back even a little. . . I could look around and see how little is done for the older folks. I wanted to do something and giving haircuts is what I know best." 16

Two of David's favorite gracious people are George and Bonnie Estill of Maysville, Kentucky. While David was working in Northern Kentucky, he called his mother, Jane, who was alone at the time, to check up on her. She was somewhat disoriented. David called George, a doctor, to see what he should do. It was George's day off, and he insisted on picking David up and driving up to see his mother. It was a four-hour round trip. When they arrived, George suggested that Jane needed a change of scenery and that she should be carefully monitored for a few days. David and George drove Jane back to Maysville with them, and while David was at work George and Bonnie cared for and looked after Jane. That was one of the many times the Estills displayed the graciousness of southern hospitality. We should all be fortunate enough to experience the graciousness of true friends.

Journaling Exercise

Describe someone who has been gracious to you and your reaction to that person.

Gracious Katie

Despite life's ups and downs, people with the right attitude remain gracious. Tom does a lot of volunteer work with Make-A-Wish Foundation, a nonprofit organization that makes dreams come true for children with life-threatening illnesses. The work can be very draining because the volunteers all get so involved with the children and their families. Once the volunteers are assigned a candidate from the foundation, they immediately swing into action because some of these kids do not have the luxury of time to wait for the volunteers to visit them.

With his partner, Tom went to interview Katie Bell, a golden-haired, beautiful 8-year-old with breathing difficulties, a heart murmur, and other major problems. She couldn't thank us enough for coming by and hesitated to ask for anything. Finally, she confessed that for her birthday she really wanted an Apple computer like the ones her classmates used in school. Katie hadn't been able to attend school very often, and she wanted a computer to help her keep up. With all her medical expenses, her parents couldn't afford a computer.

With help from Apple Computer, Inc., Katie had her computer just four days later. She was in bed when Tom and the other volunteers arrived. After they strung streamers through the house, set up the computer, and brought in a birthday cake, Katie's father carried her down. The expression on her face is one Tom will never forget.

The very first things Katie printed out on her new printer were thank-you cards for Tom and his Make-A-Wish partner. Tom carries that card with him to inspire him during times when things just don't seem to be working out right.

Paying Forward

Legendary football coach Woody Hayes often mentioned that we have an obligation to pay forward, or help those who follow us. Hayes lived this idea by visiting hospitalized vets in Vietnam, being there for his boysformer football playerswhen they needed help, visiting kids at Children's Hospital, and being kind to neighborhood children who called him Coach.

Osceola McCarty is also paying forward. Although she had to drop out of the 6th grade to help care for her mother, McCarty believes in paying forward. Once she dreamed of becoming a nurse; instead, for 75 of her 88 years, McCarty washed and ironed clothes at \$1 or \$2 a bundle, and saved her money.

Recently McCarty donated most of her life savings to provide scholarships for deserving black students. The University of Mississippi received \$150,000 from her; after raising matching funds, the school now has a \$300,000 endowment for scholarships. On June 23, 1996, McCarty received an Essence Award. During her acceptance speech, she mentioned that she just wanted to "do somebody some good." Scholarship recipients have been assuring her that she certainly did just that. 17

Bonnie St. John Deane also pays forward by talking to middle-school classes about setting goals and never letting obstacles cause them to give up. As a handicapped child, Deane felt scared about her future. Deane skied for the first time when she was 14 and knew immediately she wanted to race. She wrote goals for herself that included attending ski school in Vermont. Four years later, she won two bronze medals and a silver medal for downhill skiing in the 1984 World Winter Games for the Disabled in Innsbruck, Austria. She assures middle-schoolers that "winners aren't people who never make mistakes. They are the ones who pick themselves up and finish the race." Deane should know after she fell on an icy patch during her final slalom run, instead of crying and giving up, she got up, finished the race, and received a medal.

After that, Deane earned a degree from Harvard University, was a Rhodes Scholar at Oxford University, worked as an international financier, and is a mother. Her middle-school audiences are most impressed, however, when she demonstrates that an artificial leg doesn't keep her from running and dancing. 18

Kevin Hall, a former vice president at Franklin Covey who hired both of us 10 years ago, helped Franklin reach its present level of success in the productivity and leadership training area. Hall's attitude continues to be "Focus on success and success will focus on you."

Hall retired in 1993 to fulfill a dream he shared with his wife Sherry: to work full-time with and for young people, helping diamonds in the rough learn how to create their own personal purposes and balances. Today the Halls have established Focus Foundation. Focus

stands for Furnish Our Community Uncommon Service. Its purpose is to provide a year-round place for young people to create a map of their lives and answer the question, "How can I best serve others?" The foundation is building a lodge in the mountains on the Utah-Wyoming border.

List two gracious actions you will take in the next week.

1. _____
2. _____

Airborne Graciousness

Documenting our current need for graciousness are the burgeoning wrong attitudes of some airline passengers. As complaints by flight crews multiply, every once in a while the airline employees win a round: Mobbed by passengers after a canceled flight, airline reservationists were doing their best to rebook passengers quickly when a demanding passenger abruptly pushed to the front of the line. Pounding on the counter, he shouted, "You have to get me on this plane." Barely looking up, the reservationist remained accommodating and unrattled, while continuing to help another passenger.

Her inattention made the demanding customer become even more incensed and insulting. "Do you know who you're talking to?" he shouted. "Do you know who I am?"

With that, the reservationist calmly picked up the intercom microphone and announced, "We have a passenger who doesn't know who he is. Will someone who knows this passenger please come forward to identify him." The other passengers erupted in applause. 19

Although the work of travel agents and flight attendants seems to become more challenging every year, the graciousness of many airline professionals is still evident during the difficulties of delayed flights, long lines, and rude passengers. It is also clear that when these airline professionals are treated graciously, such gracious behavior is usually rewarded with the same kindness.

Greatness

A gentleman out for a walk happened upon a construction site. He strolled up to a bricklayer and said, "Hi, how's it going?"

"Fine," answered the worker as he kept working.

"What are you doing?" asked the gentleman.

Without looking up, the worker said, "Can't you see? I just lay bricks."

The gentleman walked a little farther and came to another worker. He said, "Hi, what are you doing?"

The worker said, "Well, I'm a bricklayer helping to build this wall."

"Well, that's good," said the man with a smile. He walked a little farther and came to a third worker. Again he said, "Hi, what are you doing?"

The third bricklayer smiled and said, "Thanks for asking. I'm building a cathedral."

What a difference a person's perspective makes! A person who is part of a great plan focuses on possibilities, not trivia or problems. This difference in perspective is the key to greatness that often requires self-sacrifice or giving up the personal comforts of life for an overwhelming goal that changes humanity.

One requisite for greatness is self-confidence. Walt Disney's brother tells this story of Walt when his 5th-grade teacher asked her students to color a garden scene. As the students were doing this, she walked around to check on their progress; stopping at Walt's desk, she commented, "Walt, that's very pretty, but flowers don't have faces on them." Disney stopped only long enough to reply, "Mine do!" and happily continued his work. If you have visited Disneyland or Disney World, you've probably noted that his flowers still have faces. 20

Greatness is ordinary people who have the strength of character to do extraordinary things. Yes, ordinary people you and me. Greatness does not depend on age, economic background, race, or gender. It depends on the inner fire that drives an impatient person to focus on changing injustice now. Dorothea Lynde Dix was an impatient person. While teaching Bible studies in Boston's women's jail in 1841, she noticed a group of women huddled in the back of the room, chained together, disheveled, and in rags. They were not criminals they were lunatics. Prison guards considered them a lower form of life; in earlier decades, these women would have been thought to be possessed by the devil.

Outraged by this inhumane treatment, Dorothea Dix began investigating the treatment of the insane; she visited almshouses, jails, and

houses of correction in Massachusetts. Then she wrote a memo to the state legislature describing what she found. Its title says it all: *The Present State of Insane Persons within This Commonwealth, in Cages, Closets, Cellars, Stalls, Pens! Chained, Naked, Beaten with Rods, and Lashed into Obedience*. Next, Dix wrote letters to the press to arouse public interest.

Continuing her campaign to treat the mentally ill in hospitals instead of warehousing them in jails, she toured the country. In each of the 17 states she visited, Dix used the same approach: investigate, use the press to arouse the public, and present evidence to government officials. By 1847 she had visited 500 almshouses, 300 houses of detention, and 18 penitentiaries, as well as countless hospitals and asylums. In each state she met fear and ignorance toward the mentally ill, not to mention reluctance to take her seriously because she was a woman.

Between 1854 and 1857, Dix carried her compassionate message to England, the Vatican, Scotland, France, Italy, Scandinavia, Holland, Turkey, and Russia. Returning home, Dix lobbied Congress to create the first national mental hospital in Washington, D.C. For six years, she urged Congress to fund national mental-health care through a land grant bill that President Franklin Pierce vetoed. For the rest of her life, Dix continued to raise money for hospitals, to inspect them, and to instruct care givers. 21 Dorothea Dix is an example of the bold character needed for greatness.

Great Teens

Trevor Ferrell was just an ordinary 11-year-old kid watching TV when he saw reports about homeless people sleeping on the street despite the cold weather. That night he persuaded his parents to drive to downtown Philadelphia where he gave the pillow and blanket from his own bed to a man sleeping on an iron grating.

Even when Ferrell's parents returned with him the following night with more blankets and hot coffee, he wasn't satisfied. He put up posters asking for winter clothes and blankets for the homeless. Soon the people of Philadelphia had filled the Ferrell garage with clothing, blankets, and a van to deliver all the donations. They also contributed time and money. How many lives did one 11-year-old's greatness change?22

At 13, Canadian Craig Kielburger is one of the youngest lobbyists to appear before the Canadian Parliament or the U.S. Congress. He has taken up the fight that Iqbal Masih, a young Pakistani, started. A former child laborer, Masih often spoke at rallies about the evils of child labor and described his experiences as a rug maker. When he was fatally shot near his home, Masih was just 12 years old.

Kielburger started Free the Children after learning that more than 200 million children were working 12 to 16 hours a day in difficult conditions. Since then, Kielburger has spoken all over the world against international child labor violations. When he traveled in Asia for seven weeks, he was surprised to see children working out in the open, sometimes in life-threatening environments. Separated from their parents, young workers often spend their childhoods working to pay debts that are two generations old. Back home in Canada, Kielburger spoke at schools and showed his pictures of Asian child laborers. When interviewed on *60 Minutes*, Kielburger was planning a trip to Brazil to visit shoe factories, sugar cane fields, and charcoal factories. His parents have suggested that he stop his crusade so he can have a childhood, but Kielburger refused. He believes that once you see a problem, you have a responsibility to do something. Why not me? he asks. 23

Airborne Greatness

During World War I, all U.S. military pilots were white males; no blacks or women were perceived to be smart enough to join this elite group. Charles Alfred Anderson, the father of black aviation, helped change politicians' and military leaders' perceptions; so did the Ninety-Nines, a group of persistent females. In 1929, 20-year-old Charles Anderson bought a plane and then "had to depend upon any pilot who was kind enough to advise me and fly with me. . . . After being chased from various airports, I finally found a friend in Ernest Buehl, who served in the German Air Force in World War I."24 Due to his difficulties, in finding someone to train him, Anderson later started a civilian pilot training program at Howard University. By the time he joined Tuskegee's civilian pilot training program as its first black instructor, he had accrued 3,500 flight hours. One of his early duties was to take First Lady Eleanor Roosevelt for a plane ride; she became a strong supporter of blacks in aviation.

When Tuskegee's program became part of the Army Air Corps, candidates desiring to be the first black military pilots came to Alabama

from all over the United States. Over several years, Anderson trained 992 Tuskegee Airmen, 66 of whom were killed in action. Black fighter pilots flew 1,578 missions and were best known for escorting heavy bombers. They never lost one; however, 32 Tuskegee pilots were shot down and taken prisoner.

Both overseas and at home, the Tuskegee Airmen lived on segregated bases; integration came to the armed forces in 1949. Undoubtedly, the Tuskegee Airmen's record helped change public opinion. When he died in 1996 at age 89, Charles Alfred Anderson must have felt very proud of their accomplishments.

In 1929, women pilots banded together as the Ninety-Nines to overcome the perception that they were freaks. They elected Amelia Earhart as their first president. Despite the efforts of the Ninety-Nines, airlines continued to hire women only as stewardesses to serve passengers and male pilots to fly planes a practice that continued into the 70s. During World War II, Jacqueline Cochran founded and directed the Women Airforce Service Pilots (WASPs), who delivered planes within the United States. Although the Soviet Union and Germany had a few women pilots flying bombers, the United States restricted the role of women in the war effort to ferrying planes around in the nation and teaching men to fly. Despite the Ninety-Nines' persistence, not until 1993 did the armed forces have women pilots that's 10 years after astronaut Sally K. Ride was the first woman in space. 25

In this box, fill in two qualities that you share with great people.

1.

2.

Nobel Peace Prize Winners

In recognition of their greatness, three national leaders have received Nobel Peace Prizes in recent years. In 1993, Nelson Mandela and Frederik W. De Klerk from South Africa shared the prize. In 1983, it went to Lech Walesa of Poland, and in 1991 Aung San Suu Kyi from Myanmar (formerly Burma) won it.

Nelson Mandela, a Xhosa herdboyc and former rabble-rouser, has turned into a statesman who orchestrates extraordinary changes. Mandela, now president of South Africa, was imprisoned in 1964 by

the South African government for sabotage, treason, and conspiring to overthrow the government. After serving 27 years of a life sentence, Mandela was released and immediately began trying to create a multiracial democratic government in South Africa.

The day that he was freed, Mandela appeared at a rally in the square before Cape Town's City Hall. Had he been filled with bitterness, Mandela could have inflamed the gigantic crowd. Instead, he spoke to the people using words filled with forgiveness and conciliation: "Friends, comrades, and fellow South Africans. I greet you all in the name of peace, democracy, and freedom for all! I stand here before you not as a prophet but as a humble servant of you, the people. Your tireless and heroic sacrifices have made it possible for me to be here today. I therefore place the remaining years of my life in your hands." 26

The following day, Mandela held a press conference. After commenting that "I might be out of jail, but I am not yet free," Mandela was asked about the fears of white South Africans. He replied: "I know that people expected me to harbor anger toward whites. But I had none. In prison, my anger toward whites decreased, but my hatred for the system grew. I wanted South Africa to see that I loved even my enemies while I hated the system that turned us against one another." 27

After being elected president of South Africa, Mandela reflected about his years in prison: "It was during those long and lonely years that my hunger for the freedom of my own people became a hunger for the freedom of all people, white and black. I knew as well as I knew anything that the oppressor must be liberated just as surely as the oppressed. A man who takes away another man's freedom is a prisoner of hatred, he is locked behind the bars of prejudice and narrow-mindedness. I am not truly free if I am taking away someone else's freedom, just as surely as I am not free when my freedom is taken from me. The oppressed and the oppressor alike are robbed of their humanity." 28

Lech Walesa also sought freedom for his country, Poland. Walesa was an electrician at the Lenin shipyards in Gdansk when he founded the Solidarity labor movement. Solidarity was the first independent social and political movement in Eastern Europe after World War II. Unhappy about widespread corruption, graft, and waste in the communist government, Solidarity staged several strikes at the shipyards

during the summer of 1980. After enduring months of labor unrest, the government met the strikers' demands. One of those demands was to allow workers to form independent trade unions and to strike.

Because he was spearheading a drive for a national referendum to establish a noncommunist government, Polish authorities put Walesa in prison and outlawed Solidarity, forcing the union underground in 1982. When his union became legal in 1988, Walesa once again lobbied openly for political concessions. In 1989 the government agreed to various political and economic reforms.

After Poland's first free election in 40 years, Walesa helped form a Solidarity-led government. In 1990 Walesa was elected president. Despite accusations that he sometimes acted like a dictator while implementing radical economic reforms, Walesa shared power with Premier Hanna Suchocka in 1992 and 1993. After the initial shock of converting to a market system, Poland's economy began to stabilize. However, Solidarity's era ended in 1995 when Walesa was ousted as president by Aleksandr Kwasniewski, a former communist.

To put pressure on lawmakers to approve pensions for former government officials, Walesa made a well-publicized return to the Gdansk shipyards, where he threatened to become worker number 61,878, making \$250 a month. Lawmakers voted Walesa a pension at the end of May 1996.

Unlike Nelson Mandela and Lech Walesa, Aung San Suu Kyi has not been the head of a government. She has, however, dedicated her life to fighting for democracy in Myanmar, just as her father did. Myanmar was a British colony until 1948. Suu Kyi's father, Aung San, helped overturn British rule by organizing the Anti-Fascist People's Freedom League. Shortly after being chosen to run the government, he was assassinated.

In 1990 the military government placed Aung San Suu Kyi under house arrest. In 1994, it drew up guidelines intended to bar her from politics. Unfazed by opposition, she has organized the National League for Democracy. When Suu Kyi's house arrest ended in July 1996, her supporters roughly 4,500 strong held weekly rallies. The government once again placed Suu Kyi under house arrest. A new law allows the military to confiscate the property of anyone who threatens the stability of the state; therefore, Suu Kyi could not only lose her home, but she could also go to jail for up to 20 years. Surely Aung San Suu Kyi understands the risk she is running by resisting the military,

and yet a streak of greatness makes her continue her prodemocracy activities.

Journaling Exercise

Write about someone you consider a hero.

Greatness in Adversity

Sometimes greatness sneaks up on people in the form of adversity. Desmond Doss and Christopher Reeve have had their lives changed by adversity and risen gloriously to the challenge.

Do you know a Medal of Honor winner? Not many of us know any of the 178 winners still alive; so here's the story of one a skinny little medic, as President Harry Truman called him. Desmond Doss lives on Lookout Mountain in Georgia. In May 1945 Doss carried a stretcher instead of a gun. He was a conscientious objector, despised by some members of the 1st Battalion, 307th Infantry, 77th Infantry Division.

On May 1, 1945, the Japanese watched his division climb to the top of a 400-foot escarpment on Okinawa before they opened fire and 75 men fell. Everyone took cover except Doss who carried each wounded soldier to the edge and lowered him down in a litter, all while under fire. The next day he survived more heavy fire to rescue a wounded man 200 yards ahead of the lines. On May 4, Doss was showered with grenades as he treated four wounded and dragged them to safety.

On May 5, he ran through small-arms fire to rescue an artillery officer for whom he applied bandages and administered plasma. Then he crawled to within 25 feet of the Japanese position to save an infantryman and carry him 100 yards to safety.

On May 21, Doss was seriously wounded by a grenade while treating wounded. Instead of calling for help and endangering another medic, he waited for five hours. As the litter bearers were carrying him to safety, he rolled off when they came to a more seriously wounded soldier, instructing the bearers to take him. While Doss waited for them to return, a shell fractured his arm. Doss saved himself by binding his arm to a rifle stock and crawling 300 yards to an aid station. Months later, when President Harry Truman pinned the Medal of Honor on Pfc. Doss, he said he'd rather have this man's medal than be president of the United States.

During the next 50 years, Doss paid a price for his greatness. He spent more than five years in veterans hospitals due to service-related tuberculosis. Gradually, the medication he took destroyed his hearing. Doss was so weakened by his injuries that he could not work and has lived on disability pay. We hope he finds comfort in having stuck to his nonviolent beliefs while triumphing over the violence that surrounded him. 29

Journaling Exercise

If you were giving out medals for heroism, to whom would you give one? Why?

Another superman's luck hasn't been too good these days, but his spirit is tremendous. Paralyzed from the neck down in a horseback-riding accident in May 1995, Christopher Reeve is not only recovering but also has become a spokesperson for people with spinal cord injuries. Reeve believes that "when you're pushed, you find reserves in yourself." Despite his severe injury, his upbeat attitude has inspired others in wheelchairs as well as the able-bodied.

Reeve has taken on the government and the insurance industry. When he asked the government to increase spinal-cord injury research, President Bill Clinton promised to budget an additional \$10 million. Recently, researchers have helped paralyzed rats walk and Reeve believes paralyzed people are next. He asked the insurance industry to increase the typical \$1-million caps on catastrophic care, pointing out that severely injured people should not have to worry about using up their insurance. Reeve has some personal goals, too; his short-term goal is to stop using a ventilator to breathe; his long-term goal is to throw away his wheelchair by the time he is 50, in 2002.

Reeve is indeed Superman. Since his injury, he has directed one film and plans to act in another. He has appeared on Capitol Hill, at the White House, at rehabilitation center openings, at the Academy Awards, and anywhere he can help people with spinal cord injuries.

Reeve has met adversity with greatness and a sense of humor. You'll find out why humor is so important in the next chapter where we also discuss health and habits.

Chapter 5

Enjoying Humor and Healthy Habits

"Laugh at yourself first, before anyone else can."

Elsa Maxwell,
gossip columnist

In the spirit of Mark Twain, who commented, "Nothing so needs reforming as other people's habits," we are ready to help you review and improve your habits.

Attitudes are habits, and although habits are not written in granite, they seem to be. By reviewing your current habits, you can winnow out the bad habits and consider adopting some new right-attitude habits. Of the many ways of facing life, habits of happiness, forgiveness, perseverance, and being the best that you can be have some of the largest paybacks.

Later in this chapter we discuss two life-affirming habits: taking care of your health and developing a sense of humor. We will also discuss physical, emotional, spiritual, and social health. Because stress affects all aspects of health, we list a variety of ways to overcome it.

One of those ways is by seeing the humor in even the most difficult situations in life. All of us need more laughter in our lives, because humor and exercise release endorphins that give us a sense of well-being, which will in turn nurture a right attitude.

You May Have a Wrong Attitude If. . .

You're up to your neck in concrete and your co-workers go get more.

You don't bother to take care of your health, because you figure that's what health insurance is for.

You tell people who think life is funny they're just plain crazy.

Your mental health is your business; no fool is messing with your mind.

You face obstacles in life by always retreating.

You think most people in the world are apathetic, but who cares.

Habits

Your life is a series of habitual activities that make up your daily routines. Habits are learned behaviors that are relatively fixed and hard to change. They occur repeatedly in specific situations. Habits are comfort zone actions (sometimes inactions) that we learn to do automatically; some are good for us, such as fastening a seat belt, and others aren't, such as eating too much.

Some habitual, no-brainer activities may include opening the daily paper, scanning the headlines and then turning to the sports or comics, or leaving for or returning home from work. We are on automatic pilot at times like these. It's the same with commuting to and from work. In Chapter 3 we gave several examples of automatic conversations. The same thing can happen with habitsour bodies act while our minds are elsewhere. But that does not have to happen. For example, during the last 15 years, we have given hundreds of presentations. Even though giving these seminars could become an autopilot activity for us, we do not let it because we value each opportunity to

teach people how to improve their lives through time management and attitude improvement.

Our values and the way that we look at life are composed of lots of little habits, things that we learned from others or discovered on our own. Some habits save time, such as planning a home-improvement project before beginning it; other habits are time wasters, such as rearranging the groceries in the cart when you and your spouse shop.

Focusing on Your Habits

So what's to change, you say? Well, sometimes our habits have a soundtrack full of negative self-talk that has become as imperceptible as elevator music. For instance, your waking-up habits include a whole series of automatic activities accompanied by your soundtrack. When you awake, do you groan, "Oh, God, another day," or smile and say, "Thank you, God, for another day." When you think of going to work, do you smile or frown? Do you commute to work dreading being there, or do you switch on your autopilot like a clone of the Dunkin' Donuts doughnut maker, who mutters, "Gotta make the doughnuts"? Worse yet, do you commute home dreading arriving *there*?

Many people have developed an I-have-to habit. They habitually complain, "Oh, I have to see Pat's teacher tonight," "I have to buy birthday presents after work, and I hate to buy presents," "I have to go to the opera tonight." As a result, they sound like children being coerced by their parents, when in reality, they have agreed to do each of these things. Just who is in charge, anyway? It's time to own your actions and deep-six the I-have-to habit. If you agree to meet your child's teacher, accept the responsibility without complaining. If you are the teacher and just hate meeting parents, change your attitude and look for an enjoyable aspect to this task, then read the "Emotional Health" section of this chapter.

Breaking Bad Habits

As you review your habits by being more aware of your daily no-brainer activities, chances are you will find you are human and have a few bad habits. Let's say that when you are driving and someone gets in your way, you have a habit of using a phrase your mother wouldn't like. Or, perhaps you must always do at least two things at once. Why not consider eliminating some of these bad habits? Take the following steps:

1. Write down a bad habit you really want to replace:

2. Decide when to change. During the next blue moon is not an acceptable time frame; *now* is preferable.

3. If your bad habit is a heavy-duty one, such as drinking and driving, this step must include steps to facilitate the change, such as not hanging out with the same friends in the same places.

4. Choose a habit to replace the bad habit.

5. Relax and visualize yourself doing your substitute habit in a peaceful, pleasant place.

6. Persevere and practice the new habit as often as possible. As we mentioned earlier, you only stumble when you are moving, so don't worry about slip-ups.

7. Reward yourself when you begin automatically choosing the alternative to your former bad habit. 1

If you are skeptical about changing a bad habit, you may have a feeling of *déjà moo* (that's French for I've heard that bull before). Bad puns aside, your determination to change is what makes the difference; only you can change your habits. Think of the substitute habit as a new shoot trying to replace a weed that's three feet tall and wide, with roots as thick as Arnold Schwarzenegger's arm. That's why you must tend to the new habit daily. Just as your bad habit is learned behavior, the substitute habit becomes learned behavior the more often you do it.

Acquiring New Habits

When you live with other people, their reminders may prompt you to acquire new habits, "Don't drink out of the milk carton," "Put your dirty dishes in the dishwasher," or "Stop taking money out of my wallet." Sometimes people can apply pressure to be sure your habits kick in: "Don't even think of bringing the car home with less than half a tank of gas." "If you can drive, you can wash the car every two

weeks." "If you insist on brewing your own beer, be sure you clean up, too."

Acquiring new habits requires the inconvenience of leaving a familiar comfort zone, as the following story shows. During a church service, a chunk of ceiling plaster fell on the chairman of the church's finance committee. The minister stood by the altar thinking "Thank you Lord, thank you." That chunk was just the right size; light enough not to hurt him and large enough to get his attention.

After the service, the chairman asked the minister if the finance committee could meet in the rectory right away. "I just noticed that our ceiling is in terrible shape; it's probably a danger," he said.

"Yes," smiled the minister, thinking he'd been telling him that for more than a year.

The committee met briefly in the rectory, invited the minister to join them, and announced that they made four decisions. The minister smiled and nodded, "Good, good, let's hear them."

The chairman said, "First, we must build a new church." The minister nodded enthusiastically.

The chairman continued, "Second, we would like to build a new church on the site of our old church because this is our place."

"Fine, fine," the minister beamed, "when do we start?"

"Well, third, we want to use a lot of the materials in the old church in the new church," said the chairman.

"Yes, we have some great windows," the minister agreed.

"And the last thing, we want to worship in the old church until the new one is built."

It's hard to break old habits, and it's hard to become aware of a self-defeating soundtrack you take for granted. It's also important because your attitude is a habit that reflects how you see life. According to writer Paul Meier, "Attitudes are nothing more than habits of thought and habits can be acquired. An action repeated becomes an attitude realized." Go around thinking to yourself, life stinks and then you die, and that's going to be the sum total of your life. Instead, you could develop the following habits that support a right attitude.

Habit of Happiness

Within minutes of an earthquake or serious fire that destroys blocks of homes, TV reporters appear, thrusting their microphones into tear-stained, smoke-blackened faces. In answer to the inane "How do you feel?" some people sob that they have lost everything and

don't know how they will go on. Others say the important thing is that their families are still alive and most of what they lost can be replaced. Fortunately, most of us do not undergo events that test our habits of happiness, but like the people who do, we determine how happy we will be in each and every situation. Before reading about some happy and unhappy people, in the space provided, write the name of the happiest person you know:

The happiest person I know is _____

Dale E. Galloway, Dean of Beeson International Center for Biblical Preaching and Church Leadership at Asbury Seminary, tells the story of Grandma Nichols, an elderly woman who had many visitors because she was so radiant and happy. As he came to know her family, he learned about Grandma's very difficult life. For more than 10 years she cared for her invalid husband, a demanding, contentious man. Grandma's married children also had troubles and heartbreak. Even so, love radiated from Grandma Nichols to everyone in the family. Amazed at her attitude, Galloway asked for her secret. She laughed, it was no secret: When she got up each morning, she had two choices, to be happy or unhappy. 2

In *The Power of Positive Thinking*, Norman Vincent Peale tells about meeting a couple in a railroad dining car. The woman was dressed in expensive furs, diamonds, and jewelry. Wrinkling her nose as though she smelled a dead fish, she proclaimed regally that the car was not only dingy but also drafty, the service was abominable, and the food tasteless. Her easy-going husband cringed at his wife's critical attitude.

To change the subject, the man asked Peale's occupation, mentioning that he was a lawyer. Then he said that his wife was in manufacturing, which surprised Peale, who asked what she manufactured. Her husband replied, "Unhappiness, she manufactures her own unhappiness."

The story is told that an adviser to President Abraham Lincoln suggested a certain candidate for Lincoln's cabinet. Lincoln immediately refused, saying, "I don't like the man's face."

"But, sir," the adviser said, "he can't be responsible for his face."

Lincoln looked him in the eye and answered: "Every man over 40 is responsible for his face."³ The point is, our face reflects our internal activities. If we're happy, it shows.

Journaling Exercise

Describe two people you know who are happy and two who are unhappy. Explain which duo you resemble.

Habit of Forgiveness

Following the Civil War, Confederate General Robert E. Lee visited a friend's home in Kentucky. While showing him the grounds, his hostess pointed to a limbless, battered tree trunk standing on the front lawn, saying: "Before the Union Army came through here, General, that was a such a magnificent magnolia tree. After those northerners blasted it with their artillery, only the poor old trunk is left. What do you think about that, sir?"

Expecting him to sympathize and criticize the Yankees, she was amazed when Lee answered: "Cut it down and forget it." 4 Lee's what's-done-is-done attitude was a healthy way to look at life.

We don't have to look to the atrocities of war for examples of life-shattering injuries. When hurt by death, divorce, disappointments, setbacks, criticism, or deception, we desire revenge with all our hearts. Many times, however, we need to cut our losses and accept reality. Forgiveness is the result of admitting that life is not always fair; injustices occur and we can do nothing about them. Forgiveness is a way of getting on with life for your own sake as well as for others. Forgiveness is not letting hate, revenge, and violence rule your life.

One of the most difficult injustices is accepting the senseless loss of a daughter, as Peter and Linda Biehl did. "It's liberating to forgive. We can sleep at night and we feel totally at ease. You can't do that if you're harboring hate and anger." In July of 1997 the Biehls flew from California to Cape Town to testify for their daughter's murderers before South Africa's Truth and Reconciliation Commission.

Amy Biehl was a 26-year-old Fulbright scholar from Newport Beach, California. In 1993, she was working with voter education programs prior to the country's first all-race elections. The day before she was to return home, Biehl was driving a black friend home when four young men stoned, beat, and then stabbed her to death.

When the Biehls met the parents of the murderers, they shook hands and said: "We are parents, too. We are in solidarity with you. We are not opposing amnesty." Peter Biehl told the mother of one young man, "It gives me great hope that he has an opportunity now to

really achieve something in his life and to be a contributing member of this great new country."

Write the name of someone you need to forgive here:

For my own good, I forgive _____

Psychologist Redford Williams is an expert on anger. His research at Duke University suggests that unwillingness to forgive can harm the heart that holds the grudge. During 20 years of research, he found that anger over long periods is associated with high blood pressure, high cholesterol levels, and increased clumping of blood-clotting cells. Chronic feelings of hostility harm the immune system and increase the risk of infectious disease. A study described in *Circulation* (November 1995) determined that outbursts of anger doubled the chance of a heart attack in the two hours following the outburst. Williams recommends forgiveness rather than hostility.

Harold G. Koenig, also from Duke, described a patient who was involved in a lawsuit against his brother for nine years. Unable to forgive his brother, this patient had consequently developed high blood pressure, had difficulty sleeping, was periodically depressed, and had little energy. Koenig commented that it takes a lot of energy to hold onto that anger. 5

Surgeon Bernie Siegel claims that our greatest disease is lack of love for children. He cites a study by Internist Caroline Bedell Thomas of Johns Hopkins Medical School and follow-up studies that conclude the "psychological patterns and attitudes formed in early life were found to continue to have a significant influence on people's physical health as they aged." This means babies who are ignored or actively rejected or punished for showing emotions may shut down and blame themselves for the lack of attention. Later in life, these stoic, self-denying persons possess the most commonly cited psychological factor in developing cancer.

Siegel's solution is taken from computer jargon: garbage in, garbage out. Siegel suggests that those with loveless childhoods put the garbage out and let the love in; letting the painful feelings out permits healing inside. As difficult as it may be, the walking wounded need to get over the pain and hurt and get on with their lives for their physical and emotional well being.⁶

Journaling Exercise

Write about someone you have forgiven or need to forgive. Describe the steps you have taken or will take.

Habit of Hope

When Prince Michael of Greece heard of Elisa Izquierdo's death at the hands of her abusive mother, he was devastated. Prince Michael had paid Elisa's tuition to the Montessori Day School in New York City, where he met her and was charmed by her smiles and laughter. Prince Michael said, "I was overwhelmed by despair, a despair that was amplified by my feelings of powerlessness. As the weeks went by, despite my grief, I began to believe that this unspeakable tragedy could have a hidden meaning for me that it was setting me on an unknown path. Where that path would lead me, I could not tell."

A few months later, he and his wife met Mother Teresa in Calcutta, India. Prince Michael observed her at a center for abandoned children and "saw that the path I had been on since [Elisa's] death had led me here, and its purpose became clearly visible. I saw that in her work, in her very being, Mother Teresa brings hope where there would not be any hope left. Now I understood that each one of us must follow her example. We must hope and act." 7

Write the name of the most hopeful person you know.

The most hopeful person I know is _____

Habit of Perseverance

Florence Rogers has acquired the habit of perseverance in the face of devastation. Rogers is the CEO of the Federal Employees Credit Union (FECU) in Oklahoma City. She joined the firm in 1971 when assets totaled \$1 million. Today they total \$78 million. When the Alfred P. Murrah Federal Building was bombed on April 19, 1995, at 9:02 a.m., FECU's headquarters were destroyed. At 4:30 p.m., still bruised and bloody after being rescued from a ledge, Rogers met with her board of directors to discuss rebuilding FECU from scratch.

Examiners expected a bank run at FECU, but Rogers and her staff worked to avoid this by taking action to retain their customers'

trust. They announced that FECU would reopen at a temporary location within two days. This meant finding a site, setting up telephone and computer connections, and retrieving data stored off-site. The only data lost were for April 18 and took all summer to reconstruct. According to Rogers, "Our members were so awed and overjoyed they could use their ATM cards two days later, they wouldn't have left us for anything."

Rescue workers found most of the \$200,000 in cash lost in the explosion. To be sure no one even momentarily considered defaulting on a loan, Rogers sent out a newsletter explaining that all records had been retrieved or reconstructed. The most difficult part was replacing the workers who died.

Rogers persevered, working 12-hour days and remaining strong for her staff. She left the office only to attend funerals. "I got through most of the funerals without crying because I knew I had to do the job. I know the people we lost would want us to go on," she explained. Months later, Rogers felt a sense of closure: "I have been so busy putting my shop back together, I don't have time to feel angry. My priorities are my family, my staff, and the members of my credit union." 8

Journaling Exercise

Describe how someone's perseverance has affected your life.

Habit of Being the Best You Can Be

Psychologist William James wrote to a friend about humanity's penchant for just getting by: "Most people live, whether physically, intellectually, or morally, in a very restricted circle of their potential being. They make use of a very small portion of their possible consciousness and of their souls' resources in general, much like a man who out of his whole bodily organism, should get into a habit of using and moving only his little finger. Great emergencies and crises show us how much greater our vital resources are than we had supposed."

Jean Driscoll, a native of Milwaukee, uses more than her little finger. She definitely has the habit of being the best that she can be. Born with spina bifida, Driscoll was not expected to walk, but she did until she was 14, when a hip injury forced her to begin using a wheelchair. Some expected Driscoll to take special education classes and be

dependent on her parents forever. Today Driscoll has a master's degree in rehabilitation administration and is self-supporting. She says: "For most of my life, too many people placed limitations on me. Well, I'm making a living at a sit-down job, but it happens to be wheelchair racing."

Driscoll is five feet tall and weighs 110 pounds; she benchpresses 200 pounds, and can power her wheelchair at about 16.5 mph when racing. While training six days a week, she logs about 130 miles on the road and at the track. Her mental toughness is equal to her physical strength. Driscoll learned to concentrate when she was a child by trying to keep her balance on crutches.

At 29, Driscoll is the best wheelchair racer in the world. With iron-woman stamina, she has set records in races ranging from sprints to endurance events. Since 1992 she has been winning gold and silver medals at the Paralympic Games. In 1996 she took the gold in the 10,000-meter race, clocking 24 minutes, 21 seconds to break her former record. How does Driscoll do it? She says: "If you're willing to take risks, to dream big and work hard, you'll meet goals you never thought you could. So many people have a fear of failure. It paralyzes them." Interesting analogy and a great attitude! 9

Like Jean Driscoll, each of us is a package of abilities, some of which are not obvious. Hopefully, we are right-attitude packages. Get in the habit of being the best you can be by using all your abilities, walking your talk, and talking your walk. Reading this book and sighing, "I'll start tomorrow" won't cut it. Change your attitude now.

Journaling Exercise

Discuss what actions you would need to take to become the best that you can be.

Health

One of inventor Thomas Edison's gifts was forecasting human needs; this is what he said about future health care: "The doctor of the future will give no medicine but will interest his patients in the care of the human frame, in diet, and in the cause and prevention of disease." Following Edison's lead, we look at how exercise and diet influence health. Next, we'll study how stress makes people sick (and how to avoid it).

Everywhere you turn today, the media remind you to exercise and eat a low-fat diet, so we are simply going to point out that taking care of your health is part of a right attitude. Want to live long enough to see your grandchildren marry? Then remember that for every hour you exercise, you extend your life by two hours, according to Dr. Larry Gibbons. The Centers for Disease Control estimate that in the United States 250,000 deaths per year are due to a lack of regular physical activity. 10 Today, two out of every three American adults do some form of exercise. Couch potatoes are missing out on the benefits of exercise, which:

Increases blood flow to the brain, which improves mental performance and causes the brain to secrete endorphins that block pain, counter depression, and promote a sense of well-being.

Increases oxygen metabolism, which increases endurance and causes the lungs to completely fill and empty.

Stresses the bones for proper bone metabolism.

Improves muscle tone and increases strength.

Requires the heart to beat faster and harder, lowers blood pressure and maintains the flexibility of heart walls.

Cancer survivor Mary Bowermaster's life is testimony to how much exercise can benefit. When she was 58, she learned that she had breast cancer. "I went through some really bad times," Bowermaster recalls. "When they tell you that you have cancer, I can tell you that it's very devastating to your life." While she was recovering from a mastectomy and radiation treatments, her husband suggested that she train for the Senior Olympics to rehabilitate her body. Once she began, she didn't want to stop.

Now 78, Bowermaster plans to compete in track and field as long as she can. She has won more than 250 track and field medals at international, national, and local meets. Bowermaster credits her athletic ability to her good genes. When asked how she keeps fit in the winter, she commented, "I run up the steps. I shovel snow. I feel wonderful. I feel like I'm 55. I don't know what old is." 11

Eating low-fat meals is a second healthy habit. Doctors suggest that fat calories should not exceed 30 percent of the total calories an individual consumes each day, because high-fat diets contribute to

heart disease (a leading cause of death), cancer, stroke, diabetes, and gastrointestinal diseases.

Stress

To rock and roll entertainer Bo Diddley, there is no "stress like riding an airplane. Think about it. You have no idea if it's gonna fall outta the sky. That's stress. Stress is worse when your booty is up in somebody else's control." 12 That falling out of the sky image is what stress is for most of us it's any time we are not in control.

Imagine for a moment that you spend your life in planes; most of the time you are the pilot, at other times you are the passenger. When you are the pilot, you experience good stress because you feel a sense of awe, happiness, peace, contentment, relaxation, and power. But when you are the passenger, the pilot is always a stunt pilot wannabe. You experience bad stress because you do not control your feelings of frustration, helplessness, fear, anxiety, panic, fatigue, anger, and powerlessness. Throughout your life, you alternate between flying and being flown good and bad stress. Although we want to spend all of our time in control, no one does; however, all of us can be stress managers.

List times when you are a pilot and other times when you are a passenger:

I'm a Pilot When...	I'm a Passenger When...

At about age two, we begin wanting to control our lives. Then at 13 or 14, and definitely by 16, we lobby for more control. We want to drive so we have some freedom. Stress results when we do not control our lives; success results when we control our lives. Of the \$3.2 billion worth of prescription drugs purchased in the United States in 1995, the top 13 drugs were prescribed for stress, or the results of stress, rather than for contagious diseases. And yet, stress is nothing more than perception.

When you meet a tiger, 1,500 chemical changes take place as your body produces an instinctive fight or flight response. Your desire for survival tells you to run or, perhaps, to run faster. Whenever you meet a tiger, regardless of whether it's real or imagined, your body gets ready by making these changes:

Your brain becomes more alert to deal with the situation; if the stress continues, this leads to mental exhaustion and headaches.

Due to alarm warnings from your brain, your pituitary gland activates the adrenal glands to start pumping adrenaline and corticosteroids, preparing your body to take physical action.

Your heart pumps faster and blood pressure rises.

Your immune system shuts off immediately because it is unnecessary to meet the emergency.

When you tense up, muscles tighten, your arteries constrict, and blood thickens from a consistency of water to that of molasses in less than three minutes, making your heart pump harder. Your body produces platelets so blood will coagulate quickly if you are wounded.

Your mouth has a bitter taste.

Your skin perspires more.

Your liver sends extra glucose into the bloodstream so you have energy.

Your body produces four times as much acid in the digestive tract when your heart starts pounding. This makes sure nothing stays in the digestive tract, enabling you to face the tiger without a heavy stomach.

All of these physical changes make you strong at a time of crisis; afterwards, if your body is exhausted, you may develop a cold or the flu.

In the following box, list your tigers, or sources of stress, and petty annoyances.

Tigers	Petty Annoyances

And now the kicker: If we continually sweat the small stuff, our bodies react to the frequent stress of petty annoyances rather than returning to a rest state. Our bodies remain in a state of vigilance the blood is a little thicker, the heart beats a little faster, there is more acid in the digestive tract, the immune system is in more of an off position than it is on.

By developing the following life management habits, you can help your body move out of that semialert stage that causes racing hearts, thick blood, and acid stomachs:

Become an endorphin production expert by increasing your laughter and exercise times. Set aside 30 minutes for vigorous physical exercise daily. In *The Joy of Stress*, Loretta LaRoche says that children laugh 400 times a day while adults are lucky to have 15 good laughs. Smile and laugh more; find positives in each situation.

Refuse to sweat the small stuff. So what if MIT found that the world knowledge base is doubling every 19 months? Is this a high priority concern for you?

Change your attitude about waiting. Read a book, skim reports, close your eyes and relax. Reassure yourself that *This isn't so important*, instead of grouching, *This always happens to me. How could I be stupid enough to think someone would be on time?*

Monitor your emotions and express your feelings by saying what you feel or writing down how you feel in your journal. Remember to own your emotions by using I-statements such as *I'm angry*. rather than you- or he/she-statements such as *He makes me so furious*.

Use relaxation techniques when you are stressed. (See Chapter 1 and the "Spiritual Health" section in this chapter.) Become still, meditate, and center your thoughts each day. Visualize yourself in a comfortable, serene place.

Treat yourself with care and concern during the most stressful times of the year. holidays, family gatherings, income tax season, shopping for your children's school clothes, and during vacations. Plan nonstress breaks.

Realize that although men and women experience the same physical response to stress, they cope in different ways. Men react most often with anger and hostility. Women become submissive in stressful situations and tend to internalize stress, sometimes triggering autoimmune diseases. Both could benefit from talking out problems with a friend; such talking sometimes helps people find their own answers.

10 More Steps to Lower Stress

In *A Survival Guide to the Stress of Organizational Change*, Price Pritchett and Ren Pound suggest these ways to lower stress. Note that this is a do-it-yourself job.

1. Set personal goals to give yourself a sense of purpose. (See Chapter 4.)
2. Manage time by setting priorities and eliminating unrealistic goals. Do one thing at a time. Don't put things off. Delegate whenever you can. (See Chapter 6.)
3. Make time to play, have fun, and recharge. Keep your evenings and weekends free. (See Chapter 7.)
4. Count your blessings daily; make thankfulness a habit. (See Chapter 4.)
5. Say nice things when you talk to yourself. Don't blame yourself for things over which you have no control; you can't teach a duck to catch a mouse. (See Chapter 1.)
6. Eat right, because hunger increases stress. Cut down on caffeine, which increases tension.
7. Get enough sleep.

8. Simplify. (See Chapter 7.)
9. Forgive. Grudges are too heavy to carry around.
10. Practice optimism and positive expectancy. Hope is a muscle develop it. 13 (See Chapter 1.)

Journaling Exercise

Discuss the major source of stress for you. List the steps you are planning to reduce stress in your life.

Emotional Health

Your emotional health has a lot to do with how physically healthy you are. Emotional health results from optimizing your innermost feelings, from dealing with conflicts, and from viewing difficulties as challenges, not disasters. The following six actions are excellent emotional health habits.

1. Accept yourself. Deal with the world without constant inner battles. Not every battle is worth winning. Accept what you can't change. When you find something that can and should be changed, accept that responsibility.
2. Accept others. Dealing with others' faults is a test of one's maturity. Accepting others helps you deal with their faults and allows you to criticize without venom. Not getting along with people is a sign your emotional health needs work. (For help in understanding people, see the "Color Code" section in Chapter 6.)
3. Keep your sense of humor and use it as a plane to shave off the rough edges of life. Your humor reflects your attitude toward others; don't joke at the expense of others.
4. Appreciate simple pleasures, no matter how often repeated. Stay excited over things even if they seem ordinary to others.
5. Enjoy the present. Although you can provide for the future, you cannot control or foresee it. Venture fearlessly into new projects and new places.

Welcome work. Enjoy work in all its aspects, including the trivia and the routine. Learn to live with these rather than living in a state of constant resentment. 14

Journaling Exercise

Choose one of the emotional health habits you want to acquire and describe how you will do so.

Denis Waitley noted that scientists are discovering that disease is not necessarily caused by germs and viruses acting alone. All people have germs, but not everyone becomes ill. In addition to hereditary and environmental factors, there is strong evidence that the cause of many illnesses is closely linked with the way an individual reacts to life.¹⁵

Sixteen-year-old Melissa Anderson knows how to react to life and injuries. After being struck by a riderless motorcycle, Anderson was rushed to UCI Medical Center in Orange County, California. When doctors removed her ruptured spleen and repaired her damaged liver, they weren't finished. The accident punctured her lung, broke her collarbone and right leg, and caused her brain to swell. Doctors expected Anderson to be hospitalized for months.

When she regained consciousness, Anderson had other plans: She wanted to go home. Twelve days later she did. "When I want to do something, I just go for it. I worked on getting out of there," she explained. Her doctor, Michael Lekawa, said Anderson's "attitude and willingness to get up and move around despite pain speeded her recovery and prevented side effects such as pneumonia, embolisms, or kidney failure." He added, "The will to recover causes hormonal changes in the body that encourage healing. I absolutely believe that a strong attitude to do well and survive helps you out."¹⁶

Researchers claim that your right attitude is a medicine and they can back up their claim. Physical and emotional health are interrelated; a person with good emotional health can work, love, and play without much internal stress. But things have a way of getting tough, and when they do your emotional health determines your ability to cope. Emotional health is as important as physical health because it helps you visualize, imagine, and anticipate full recovery from illness. You also can reward yourself for recovering. Good emotional health

should be a goal in your life. Activities such as hobbies, reading, watching old movies, enjoying nature, gardening, or listening to music can help your emotional health. 17

In *There's a Lot More to Health Than Not Being Sick*, Bruce Larson writes, "Doctors have been telling me for years that you can't kill a happy man. Then I press for an explanation and they suggest that unhappiness often precedes illness. Happy people rarely get sick and tend to recover quickly when they do get sick. The unhappy person is a target for any and every kind of illness."

In *Ageless Body, Timeless Mind*, Deepak Chopra points out that our bodies eavesdrop on our minds and respond accordingly, which is why it is not a good idea to sigh, "Oh, I'm sooo fat." As mentioned in Chapter 1, positive self-talk is critical to establishing a right attitude of emotional and physical health.

Chopra cited a study by doctors at Tufts University; it involved adults between 87 and 96 who began a physical fitness program. Some of these frail people needed help just to get out of bed or perform other simple tasks. Eight weeks later their muscles came back "by 300 percent, coordination and balance improved, and an overall sense of active life returned." Chopra noted that by going to the weight-training room, these people showed that they believed in themselves. Despite their infirmities, they had some right attitudes.

Social Health

We offer a new twist on the old Barbra Streisand hit: People who need people are the healthiest people in the world. In the 1970s, Professor Leonard Syme at the Berkeley School of Public Health documented the value of social support when he compared populations of Japanese men living in California and Japan. Those in Japan lived longer; those in California had less social support and two to five times as much heart disease.

In the 1960s, Doctors Stewart Wolf and John Bruhn studied men in two Pennsylvania towns: Roseto and East Stroudsburg. They found that men in Roseto had 80 percent lower incidence of heart disease. A close-knit group of Italian immigrants founded Reseto. As a result, the men had companionship and the close social ties that were lacking in East Stroudsburg, a more fragmented town. But that's not the end of the story. In the early 70s, things changed in Roseto as the younger generation moved from their old neighborhood to the suburbs. By the

mid-70s, Roseto men had fewer social ties and the town's mortality rates were the same as other communities.

Another important social connection is marriage. Single, widowed, or divorced persons have a death rate twice that of married people. On average, women tend to live seven years longer than men because they have more close social ties.

The bottom line is that close social ties—spouses, friends, relatives, and community organizations—enhance the immune system. Social interactions condition the immune system so people experience less illness and recover more quickly from diseases they can't avoid.

In the following box, jot down the names of people who contribute to your social health.

People Who Contribute to My Social Health	

During the 1984 Olympic games in Los Angeles, millions of people were treated to a beautiful example of close ties—one that Kodak replayed as an Olympic moment during the 1996 games. One of the top runners in the world was Jim Redman, a gifted black man expected to sweep the races he entered. The gun went off and Redman moved ahead; then with about 100 yards to go, he came crashing down with a torn hamstring. Redman slowly limped toward the finish line, determined to finish the race despite excruciating pain. As people ran to help him, Redman waved them off—he didn't want to be touched. Meanwhile a man sprang from his seat in the stands, ran down, catapulted over the railing, and ran toward Redman. He was wearing a cap that said Just Do It, and a T-shirt that asked Have You Hugged Your Kid Today? When he saw others trying to stop the intruder, Redman reached out to him. Together they finished the race. That man was Redman's dad. When the media asked why he let his dad help him, Redman said, "I trust my dad." What a great attitude statement.

Journaling Exercise

So, how's your social health? Describe possible improvements.

Spiritual Health

Herbert Benson, a Harvard Medical School professor, began researching mind-body response about 25 years ago due to a request from people practicing transcendental meditation (TM). When scientific evidence supported the health benefits of TM, Benson investigated whether a change in thinking could heal stress-related diseases.

In *The Relaxation Response*, Benson reports that the mind works like a drug, especially among people who had strong faith in God or a Higher Power. "Eighty percent of the patients, when given a choice of a word, sound, or a prayer to repeat, chose prayer. I discovered I was teaching prayer," Benson said. Priests, rabbis, theologians, and spiritual healers agreed with Benson's findings. "We have our own HMOs healing ministry outreach," said Samuel Solivan, professor at Andover Newton Theological Seminary.

Today's cost-conscious health organizations are looking into research that repeating a prayer can lower the heart rate, breathing rate, and brain wave activity and sometimes even help a person avoid surgery. Benson points out, "The supposed gulf between science and spirituality in healing does not always exist." 18

In the following box, explain how you would like to benefit from the mind-body response.

I hope too benefit this mind-body response by _____

Centering Yourself

The following meditation technique is based on Benson's relaxation response. Begin by choosing a place where you will not be disturbed and a time when your metabolism is low such as before breakfast or in the late afternoon. Plan to meditate for 20 minutes. Then choose a word that expresses your love of God to use while meditating. If you prefer, you can use the word *one*.

Sit in a comfortable straight-backed chair, feet together on the floor and hands in your lap, with your eyes closed.

Relax your mind and body by using deep breathing or by tensing and releasing groups of muscles, beginning with your feet and moving up to your face.

Say a brief prayer stating your desire to open your heart to God or your Higher Power. Then sit in silence. Whenever distractions come, gently say your word each time you exhale.

At the end of 20 minutes, say the Lord's Prayer or a prayer of thanks that helps you return to the world.

Walking Meditation

David and Deena Balboa are directors of the Walking Center in New York City. They recommend taking the following steps for a walking meditation.

1. Release yourself from any target heart rate goal or fitness walk objective. Walk where you can maintain a sustained rhythm without interruption, such as a track or peaceful pathway.
2. Consciously relax your shoulders. Keep your head erect to avoid contracting your windpipe and shortening your breath.
3. Lower your eyelids to shut out external visual stimuli.
4. Allow your arms to move. You will naturally breathing more deeply, automatically releasing tension.
5. Take a few really deep breaths. When exhaling, allow yourself to sigh gently but audibly to release tension and emotion.
6. To clear your mind, focus on your breathing, not to control it but simply to watch it. Become aware of the swing of your arms and how you move your feet.
7. Periodically check your shoulders to make sure they're dropped and relaxed.

George Bowman of the Cambridge Zen Center in Massachusetts adds that by focusing on your breathing and your body while you're walking, you reach a state of mindfulness. Your mind is open and aware in the moment, free from regrets or Anxieties. "Pay attention to the rise and fall of the feet, of the breathing, until you reach a place where the mind quiets. Until, in the most fundamental sense, you're just walking." 19

Journaling Exercise

Describe someone that you believe is spiritually healthy.

Humor

Humor can get us through some tough situations such as being stranded in space. When asked what she missed most during the six months she was in space, astronaut Shannon Lucid answered, "Obviously, I better say 'my family' because they would feel really bad if they thought they came in second to some real gooey desserts."

A laugh a day tunes up your immune system, according to the American Association of Therapeutic Humor (AATH). "Laughter is like morphine in that it reduces the perception of pain," said Kathleen Passanisi, past president of AATH. "It also strengthens the heart, improves circulation, and boosts the immune system, proving that. . . laughter is the best medicine." A physical therapist and professional speaker, Passanisi added that laughter deflects stress. AATH members don't recommend memorizing one-liners; they say go for the day-today occurrences that offer moments of humor, like the following story.

When an orthopedic surgeon and a plumber went deer hunting a few years ago, both bagged deer. The doctor went to great pains as he always did when he field dressed his deer. He did a thorough, perfect job; he was, after all, a surgeon.

Loading their deer into the surgeon's truck, the hunters headed for a butcher shop to have the deer processed. As they waited in line, the man checking in the deer stopped when he saw the surgeon's deer. Then he walked over and took a closer look. Finally, he asked who the deer belonged to. The surgeon held up his hand.

Making a grandiose gesture to the deer, the check-in man announced to all the hunters in line: "Gentlemen! This is the way a deer should be field dressed."

Then he looked at the surgeon and said, "You, sir, must be a butcher." We don't know if the surgeon laughed, but we know the plumber did. 20

Laughing Clubs

Members of India's 80 Laughing Clubs International believe they are lowering their blood pressure, stimulating their immune systems,

developing more energy, and sleeping better at night. They meet at 7 a.m. every day in various parks to warm up by shouting "ho-ho, ha-ha" over and over. Next they put their arms in the sky and laugh heartily for 20 seconds. Then they do deep breathing and have a period of silent laughter with the mouth closed. More deep breathing and silent laughter with the mouth open follow. The final round is for guffaws.

People living near the parks aren't laughing about this; in fact, some have filed noise pollution complaints with the authorities. We suggest they change their attitudes by joining the laughing clubs. When writer Mary Roach asked members what they got from belonging to a laughing club, they said the rewards were weight loss, pleasure, and a chance to meet people. 21

Write your favorite joke or pun here and be sure to share it with friends.

My favorite joke or pun is _____

Humor Research

Researcher Lee Berk brought laughers into his laboratory at Loma Linda University in California. Half of the subjects watched a video of a stand-up comedian while the other half, or control group, sat quietly in another room. Blood samples were drawn every 10 minutes from both groups. The control group showed no physiological change. The video watchers showed decreased levels of cortisol, a hormone that suppresses the immune system, and "significant increases in various measures of the immune function." This means laughing activates:

T cells that battle infection.

B cells that produce disease-fighting protein.

Natural killer cells that attack tumors and microbes.

Immunoglobulin antibodies that patrol the respiratory tract.

Gamma-interferon that is a key immune system messenger.

Berk concluded that "laughter creates its own unique physiological state with changes in the immune system opposite to those caused by stress." He summed up the benefits of laughter this way: "Blessed are those who laugh, for they shall last." Dr. Stanley Tan, also of Loma Linda, and Berk have shown that laughing lowers blood pressure, increases muscle flexion, and triggers a flood of beta endorphinsnatural morphine-like compounds.

At the State University of New York at Stony Brook Medical School, psychiatrist Arthur Stone studied a group of 96 men over a three-month period. While the men kept track of their emotions, Stone measured the antibody thought to be the body's first defense against cold and flu viruses. He found that positive social interactions raised the men's antibody levels more and for a longer time than negative events did.

Psychologist Peter Derks of the College of William and Mary at Williamsburg, Virginia, and his colleagues mapped the brain activity of subjects while they listened to jokes. Having discovered that the entire outer layer of the brain is involved when people laugh, they believe it could boost the immune system.

The bottom line to all this research is that laughter increases disease-fighting cells and proteins in the blood and increases our immunity to infections. 22 Even common sense tells us that no one can be anxious and tense while laughing. We recommend that you develop the ability to find humor in life.

A member of a laughing club explained laughter's benefits like this: "We human beings have small, small irritations. You perhaps do not like my mustache, maybe it irritates you. I used to feel thisso irritated. But this laughter gave me more and more relaxation. And that took away the irritations."

To develop the habit of humor, take these six steps:

1. Start each day with a laugh.
2. Choose positive friends who have a sense of humor. Negative people are downright depressing.
3. Spend more time with other people. Laughter researcher Robert Provine found that people laugh 30 times more often in social settings than they do alone.
4. Share stupid pet tricks and jokes; keep running jokes alive.

5. Look for opportunities for fun, such as learning something new with a friend.
6. Develop the fine art of comic complainingexaggerate, overstate, and most of all, poke fun at yourself. Keep your comic juices flowing. 23

Journaling Exercise

Write about the funniest thing that happened in your life.

Flipside Technique

Elwood Chapman defines a sense of humor as an attitudinal quality, or mental focus, that encourages an individual to think about those lighter aspects others may not see in the same situation (the "flipside" of the situation). Taking life too seriously pulls all of us down. Despite how they look at first glance, most things aren't the end of the world. Learning to laugh at the human predicament can make your life easier.

Chapman points out that we need to develop the habit of humor to create a right attitude. Developing a sense of humor just requires practice. Sometimes humor can lead you from the problem to a solution.²⁴

Most of us do not like to dream of deathespecially our own. Mother Teresa saw the flipside, as reported by Prince Michael of Greece, who was charmed by her sense of humor, which equals her optimism. "The other day," Mother Teresa said, "I dreamed I was at the gates of heaven, and St. Peter said, 'Go back to earth, there are no slums up here.'"

Hospital Humor

Humorist James Thurber observed that humor is "emotional chaos, remembered in tranquillity. Life is just too long not to laugh, yet you have to hunt for humor in a hospital. And, the hunt is worth the effort. When you laugh, your brain releases endorphins that create a high. A hearty five-minute laugh will keep you on a high for close to 60 minutes afterward. In *Anatomy of an Illness*, author Norman Cousins documented the positive effects of laughter in his books about overcoming illness. He watched Marx Brothers movies and

Candid Camera episodes to overcome a life-threatening form of arthritis. Cousins pointed out that laughter and other positive emotions such as love, hope, faith, the will to live, cheerfulness, creativity, playfulness, confidence, and great expectations block the apprehension and panic that accompany serious illness. Such negative emotions can torpedo healing.

Comedian Steve Allen plays to some tough audiences around the country: cancer patients and their families. As a survivor of colon cancer, Allen knows what he is joking about. Throughout his travels, Allen encourages hospital officials to set up humor rooms stocked with books, tapes, albums, and cartoon collections that allow patients and their friends to have brief interludes of fun at the hospital.

Allen's routine consists of answering questions from the audience. When asked about his daily habits now that he has overcome cancer, he responded that he eats more wisely than before. His exercise consists of getting up at the crack of dawn, stuffing up the crack, and going back to bed. On a more serious note, he suggested that cancer patients fine-tune their attitude toward death. "If we talk about it, exchange ideas about it, that'll make us feel better. It's important to put that card on the table."

George Burns celebrated his 95th birthday by performing in Las Vegas, telling a standing-room-only crowd: "You can't help getting older, but you don't have to get old." How's that for a right attitude? Another of our favorites was, "I've reached the point in life where I can get a standing ovation for just standing." When asked what his doctor said about his drinking and cigar smoking, Burns answered: "My doctor's dead. Anyway, I don't inhale."

When George Burns died at 100 years of age, he left a rich legacy of humor and a wonderful example of aging gracefully. His career as an entertainer spanned 90 years. Treat yourself to some of Burns' movies, especially the ones with Gracie Allen, his wife. George Burns received an Oscar for *The Sunshine Boys* in 1975, when he was 80.

Humor at Work

When you leave for work each day, take your sense of humor with you. Researchers have found that people who enjoy work are more satisfied with their jobs, less anxious, more creative, more highly motivated, and sick less often. 25 Again, the choice is yours you can find

humor in life or not bother to look. In his book, *Tapping Potential*, Ken Lodi, a training consultant for Franklin Covey Co., suggests that humor "makes life's head-on collisions with disappointment nothing more than a brief sideswipe. We feel less burdened by life's challenges and therefore are able to persevere." 26

Before Tom became a motivational speaker, he was an executive vice president for a savings and loan. Suzanne, one of his employees, was a floater she filled in as a teller, supervisor, or safe deposit person whenever someone was sick. This was a stressful job because from day to day Suzanne never knew where she would be working. Tom noticed that she usually had a smile on her face indicating everything was fine. The few times Suzanne arrived in a bad mood, she got out of it really quickly.

When he asked her about her cheerful attitude, she said that she did a lot of things to keep herself upbeat. "I have found that when you are working with other people's money, sometimes they are not very nice. They get irritated very quickly. When the customer from hell comes in and irritates me to where I want to scream, I drop my pen. This allows me to bend down, mutter under my breath or snarl, and take a deep breath. Then I can come back up and smile again."

Tom thought that was great. "Yeah, it works really well," she said and laughed, "except one time. At one branch I opened a teller window where I got one rotten customer after another. I suspected they came in a bus and were drawing straws to see how soon they could hassle me. Finally, after the fifth one, I found myself thinking, take your business elsewhere. So I dropped my pen. After a few deep breaths, I resurfaced with my smile in place. The customer asked, 'Feel better?' I answered, 'Well, yes, I do.' That's nice," the customer answered. We finished the transaction and I had to get a safe deposit box for the next customer. After locking my drawer, I turned around to see the back wall it was all mirrors."

Suzanne wasn't the only one with a sense of humor at that S&L. One day an elderly lady walked by Tom's desk, which was right out in front, and graciously presented her savings book to a teller. The lady had opened an account the previous day and wanted to be sure her money was still there. The teller came over and explained to Tom that the lady wanted to see her money. When he mentioned to the teller that there was no way of recognizing the money the lady deposited,

she smiled. "That won't be a problem, Tom, she marked each \$100 bill." Instantly Tom had visions of going through all the \$100 bills. And then he heard what the teller had said.

He asked how the lady marked her money. The teller said each bill had a red dot in the top right corner. Picking up a red pen, Tom proceeded to the vault. After he added red dots to a small stack of bills, the teller took them out for our depositor's inspection. Fortunately, she did not have to see the entire \$10,000 deposit.

Tom was blessed with a very good team at that savings and loan; they were constantly thinking of ways to improve service. In the next chapter, we will discuss teamwork as well as thinking, trusting, and saving time.

Chapter 6

Appreciating Time to Think and Trust

During my 87 years I have witnessed a whole succession of technological revolutions. But none of them has done away with the need for character in the individual or the ability to think."

Bernard M. Baruch,
industrialist and statesman

When Minnesota Twins center fielder Kirby Puckett was forced to retire due to an eye injury, he commented, "Don't take it for granted. Tomorrow is not promised to any of us, so enjoy yourself." 1 As time management specialists, we could not have said it better. Appreciate and use each of your 86,400-second days. Make your 86,400 seconds count because your tomorrows are no more guaranteed than Kirby Puckett's. To help you make better use of time, in this chapter we discuss a time saver: incorporating yourself.

Thinking is a wonderfully productive way to spend time. So often we avoid serious thinking because zoning out in front of TV sitcoms is easier, or doing the wash is more urgent. Just like your abs, your brain needs exercise; use it or lose it applies to both.

Developing trust is a way to make the best use of your time. Employee trust allows companies to use teamwork to manufacture their

products, but more important, teamwork is a habit of thinking and trusting that works on each level of society.

You May Have a Wrong Attitude If. . .

You were stung by a swarm of killer bees and they all died.

You often sigh at work and plaintively ask, "Is it Friday yet?"

You know where Jimmy Hoffa is buried.

You're waiting until you retire to improve your attitude.

Your co-workers and company haven't done anything right since hiring you.

You can stand still to change a light bulb because the world revolves around you.

You moved five years ago and the Welcome Wagon still hasn't found your new home.

Time

Voltaire, a French writer, told the story of Zadig, who was asked this riddle by the grand magi, "What, of all things in the world, is the longest and the shortest, the quickest and the slowest, the most divisible and the most extended, the most neglected and the most regretted, without which nothing can be done, which devours everything that is little and enlivens all that is great?"

Without hesitation, Zadig answered, "Time! Nothing is longer since it is the measure to eternity; nothing is shorter, since we lack it for all our projects. There is nothing slower to one who waits, nothing quicker to one who enjoys. It extends to infinity in greatness, it is infinitely divisible in minuteness. All men neglect it; all regret its loss. Nothing is done without it. It buries in oblivion all that is unworthy of posterity; and it confers immortality upon all things that are great." 2 Voltaire's definition of time is on target. It explains what makes using our time so frustrating.

Value-based time management involves managing your life, rather than watching it go by in your rearview mirror. The key factor in managing our lives is time; and for most of us, there is never enough of it. A 1995 Gallup survey revealed 45 percent of Americans

believe they have too little time for themselves, their spouses, and their children. Pollsters found that 58 percent of 18- to 29-year-old adults, 66 percent of 30- to 49 year-olds, and 34 percent of adults older than 50 believe they do not have enough time. The baby boomers lack time because seven out of 10 are married and six out of 10 have children under 18. If you are feeling guilty and sleep deprived, join the crowd. If you lack time for friends and other personal relations, or for household chores, join the 45 percent and 41 percent of Americans with the same problems. 3

Say you are given an extra eight hours one day. How would you spend it?

I would spend an extra eight hours_____

How can you manage time more wisely? One way is by taking a good look at your 360-degree life in Chapter 7. A second way is by organizing information. The information age brought more reporting requirements to most workers and more information to everyone. Before you drown in paperwork or e-mail, decide what you want to keep and don't waste time with the rest. Handle papers just once make sure anything you don't want to keep goes straight from your in-box or mail box to the recycling bin. Sort your e-mail with the same fearless efficiency.

Establish places for information you need to keep, placing that which you use most frequently close at hand. Once you have organized your material, work on one project, such as paying bills, at a time. But, you ask, who has time to organize? The question is who doesn't? Change your attitude and organize.4

Journaling Exercise

Discuss steps you can take to become more organized.

A third way to handle time is to recognize the tradeoff between time and income. Paying to have the windows or car washed may give you more time with your family. Or looking at the flipside, these activities could be family chores that generate teamwork.

Real estate mogul Ralph Burnet's firm in Minneapolis combines real estate sales, title insurance, a mortgage company, an insurance agency, and a relocation service. Burnet explains: "Time is a precious commodity. Our whole bent is one-stop shopping, working on how we can give people more time. For 20 years, the talk was about disposable income. Well, now it's disposable timepeople don't have enough. They want a full-service provider and are willing to pay for it." 5

A fourth way to save time is to incorporate yourself. Does this mean you have to become a stuffy corporation? No, but how does becoming an efficient entity sound?

I, Incorporated

One of David's favorite quotes is Peter Drucker's definition of time: "Everything requires time. It is the only truly universal condition. All work takes place in time and uses up time. Yet most people take for granted this unique irreplaceable and necessary resource. Nothing else, perhaps, distinguishes effective executives as much as their tender loving care of time."

Whether executives or not, all of us must learn to take tender loving care of time, and one way to do that is to incorporate. I, Inc., is a most effective time-management tool that forces you to answer two basic questions: Who is really in charge of me? and What are my goals? By accepting leadership and having clearly defined goals, you indicate that your time has been well-spentqualities that are requisites for a successful life. Over the long term, your results are in direct proportion to the quality and effort you invest. In all areas of life, you get what you pay for.

Journaling Exercise

List five ways you can take tender loving care of your time.

Incorporating yourself as I, Inc., imbues you with a sense of purpose and focus by encouraging you to become your own general manager, goal-setter, activities director, and schedule coordinator. Each of us has to take charge of what's going on to have a plan. Too many people are willing to just let things happen because planning takes too much effort. For example, we estimate that 80 percent of hospital beds in this country are occupied by people who didn't plan their health. Incorporate yourself by taking these five steps:

1. Draw up a certificate of incorporation electing yourself as sole owner, using a form similar to Figure 1. Incorporation establishes you as a self-directed entity with definite goals.
2. Accept time as the necessary and finite resource worth spending only on people, places, events, and things important to you. By accepting the finite quality of time, you can eliminate those frantic last-minute scrambles that result from half-hearted commitments and make your home resemble a sitcom.
3. Know yourself inside and out. The leader of a corporation must know the organization intimately to utilize its resources for success. So must you.
4. Be open to the risk of change. The risk you take may involve developing a new right attitude toward your present activities, or changing your life entirely.
5. Plan. Think of your plans as dreams with deadlines or stepping stones to visions. Your I, Inc., plan is exciting and effective not only because it is about your success but also because you make all the decisions. If the following planning suggestions sound familiar, you have been paying attention while reading the preceding chapters.

Prepare by writing your own specific, measurable, accountable, realistic, and timely goals. Set priorities based on your vision for each facet of your life: family, business, social, educational, and religious. Omitting any facet is self-defeating because that throws your life out of balance.

Look for the necessary people, places, and things to achieve your I, Inc., goals. Be sure to schedule your priorities instead of trying to prioritize your schedule.

Assign and coordinate your schedules and deadlines based on planned priorities. Always start at the end and work back so you have enough time. Remember, work expands to fill the time available for its completion.

Now, begin expecting results that lead to your success. Entertain no questions or doubts about your success.

6

Figure 1: A Certificate of Incorporation

FIRST. The name of this corporation is _____

SECOND. Its registered office in the State of _____
is to be located at _____
in _____, Country of _____
The registered agent in charge thereof is _____
at _____

THIRD. The nature of the business and, the objects and purposes proposed to be transacted, promoted, and carried on, are to do any or all the things herein mentioned, as fully and to the same extent as natural persons might or could do, and in any part of the world, viz. "The purpose of the corporation is to engage in any lawful act or activity for which corporations may be organized under the General Corporation Law of _____."

FOURTH. The amount of the total authorized capital stock of this corporation is _____ shares of _____ Par Value.

FIFTH. The name and mailing address of the incorporator are as follows:

Name: _____

Address: _____

SIXTH. The powers of the incorporator are to terminate upon filing of the certificate of incorporation, and the name and mailing address of the person who is to serve as director until the first annual meeting of stockholders or until their successors are elected and qualify are as follows:

Name: _____

Address: _____

SEVENTH. The Director shall have power to make and to alter or amend the Bylaws; to fix the amount to be reserved as working capital, and to authorize and cause to be executed, mortgages and liens without limit as to the amount, upon the property and franchise of the Corporation.

With consent in writing, and pursuant to a vote of the holders of a majority of the capital stock issued and outstanding, the Director shall have the authority to dispose in any manner, of the whole property of this corporation.

The Bylaws shall determine whether and to what extent the accounts and books of this corporation, or any of them shall be open to the inspection of the stockholders; and no stockholder shall have any right of inspecting any account, or book or document of this Corporation, except as conferred by the law or the Bylaws, or by resolution of the stockholders.

The stockholders and directors shall have power to hold their meetings and keep the books, documents, and papers of the Corporation outside of the State of _____, at such places as may be from time to time designated by the Bylaws or by resolution of the stockholders or directors, except as otherwise required by the laws of _____.

It is the intention that the objects, purposes and powers specified in the Third paragraph hereof shall except where otherwise specified in said paragraph, be nowise limited or restricted by reference to or inference from the terms of any other clause or paragraph in this certificate of incorporation, but that the objects, purposes, and powers specified in the Third paragraph and each of the clauses or paragraphs of this chapter shall be regarded as independent objects, purposes, and powers.

I, THE UNDERSIGNED, for the purpose of forming a Corporation under the laws of the State of _____, do make, file, and record this Certificate and do certify that the facts herein are true; and I have accordingly hereunto set my hand.

Dated at: _____

State of: _____

County of: _____

Trust

Even though it is fast becoming an endangered attitude today, trust is one of the most important parts of a right attitude. Throughout the country, signs of increasing distrust are rising crime rates and increased civil litigation. People are less trustful of their partners, manufacturers, doctors, hospitals, and businesses. Surveys also confirm that people are becoming more distrustful. For example:

When asked if most people could be trusted, 58 percent of those surveyed in 1960 said people could be trusted; however, in 1993, only 37 percent thought other people could be trusted.

When asked in 1974 how often they spent a social evening with a neighbor, 72 percent answered more than once a year. In 1993, only 61 percent spent at least one social evening with a neighbor each year. 7

In the business community, although employees are paid according to their performance, executives' compensation does not appear to be tied to performance. For example, Ronald Compton, chairman of Aetna Life & Casualty, received a 1996 compensation package of \$6.64 million, a 485 percent jump over 1995. Half the companies surveyed by Towers Perrin in 1995 had variable pay plans tied to a division's performance. Using this dual system of payment erodes employees' trust and creates the perception of inequity. Ironically, trust is essential to the long-term survival of any business enterprise.8

The 25th anniversary of the Watergate debacle created a media frenzy in 1997. Talk shows, news programs, and radio shows dissected this benchmark of government scandal while poll takers discovered that trust in government is down. Trust in the presidency has slipped from 73 percent to 62 percent and trust in Congress plummeted from 71 percent to 54 percent. While surveying trust for CNN and *USA Today*, the Gallup Organization also found trust in the media dropped from 68 to 53 percent.9

In addition to such surveys, part of our American mythology proudly proclaims that we are rugged individualists. That myth is directly

traceable to our founders just read the Declaration of Independence and the Constitution. Yes, we are creative individuals showing initiative and unwillingness to bend to authority. But we are so much more than a collection of Clint Eastwoods we also have a Jimmy Stewart side, a communal tradition tied to cultural and religious beliefs. 10 In short, even though we are independent individuals, we help each other out. As we discuss in Chapter 7, we must be both trusted individuals and trusting helpers to achieve 360-degree lives.

Appreciating Trust

Trust is learned and later earned. Most of us learned to trust as babies. Our parents and caregivers showed their love by their actions; because they loved us, we trusted them. At the same time, because others believed we were trustworthy, we learned to trust ourselves. As we grew older, we figured out that we could trust those caregivers and teachers who kept their word, because they were the ones who truly loved us.

As a member of the council against child abuse, Tom has discovered that too many of our kids trust neither themselves nor others. This lack of trust programs them for very difficult lives. Constantly on guard, they wait for the hostility that violated their basic ability to trust to be repeated; and too often they get what they expect. If you share this problem, you need to start developing self-trust.

Self-trust is a basic ingredient of living, it enables you to set goals and to value your instincts. It helps you accept your mistakes without hating yourself for not being perfect. Trust allows you to build rapport with others and to develop good relationships, especially in family and school situations. Trust is also important in communities and in the workplace, where it is "the expectation that arises within a community of regular, honest, and cooperative behavior, based on commonly shared norms on the part of other members of that community." 11

We have two suggestions for those who have trust problems (and if the surveys are correct, that's about one out of every two readers). First, use the Hartman Color Code described on the following pages to discover your dominant traits and limitations. Looking at both sides of your personality can help you understand yourself better, enable you to trust yourself, and make you more accepting of your limitations. You will also begin to notice color code characteristics in others. By using the color code, you can respond more appropriately to each

personality type. For example, you'll learn that you can argue with Reds, who love a good debate, but not with Whites, who retreat rather than argue.

Our second suggestion is to appreciate the importance of teamwork in families, communities, and business. Companies large and small are finding new ways to produce the same goods with fewer workers; their technology has not changed as much as the employees' ability to work together.

Personality Color Code

To begin, we need to mention that it doesn't matter what your favorite color is or which colors are most flattering for your skin tone. Our personality color code section is just a sampler, similar to software samplers designed to whet your interest. The basis of our personality discussion is Taylor Hartman's *The Color Code* and *The Character Code* (Scribner Book Companies, 1998).

In *The Color Code*, Dr. Hartman describes four personality types, their gifts and limitations, and how to deal with each type. In *The Character Code*, Hartman describes how to use your understanding of the color code to overcome your own limitations and build character in yourself and your children. We highly recommend both books.

As you most likely remember from Psych 101, the most popular personality theories are:

Freudian: We are born irrational and bad.

Humanist: We are born rational and good.

Behaviorist: We are born neutral.

Hartman has developed a fourth theory. He believes we are born with both the gifts and limitations of a personality type. Within the red, blue, white, and yellow personality categories Hartman has identified, these gifts and limitations determine how people react and act throughout their lives. Thumbnail sketches of each category's strong points, limitations, wants, and needs follow.

As you are reading, you will probably recognize people you work for or with, your spouse, your children, and possibly yourself. Keep in mind that:

We all have the power to overcome our limitations and to acquire the gifts of other colors.

No one has all of the characteristics of a specific color.

Most of us have characteristics from more than one color; the trick is to figure out your motivating color.

By understanding these four personality types, you can save yourself much time, grief, and frustration. We will explain how to apply the color code after the descriptions.

Red Personalities

Like all the personalities, Reds have unique strengths and weaknesses. Recognizing these traits will help you deal with Red personalities effectively.

Gifts

Red personalities have the gift of vision; they clearly see what could be. Not surprisingly, they seek power. Reds need to look good academically and to always be right; they would rather be respected than loved. They want to receive approval, to hide their insecurities, to please themselves, to lead, and to find challenging adventures. Reds are logical, focused, decisive, assertive, and direct. They are the movers and shakers of society, the lifeblood of humanity. Known for their dominant natures, they are powerful leaders, responsible delegators, and extremely loyal to their organizations. Competitive and bold, Reds are resourceful and self-reliant, self-motivated and directed, active and productive.

Limitations

Reds can be arrogant and selfish, and must always be right. To get their own way, they may use bullying, fast-talking (debate style), and absolute denial of any personal wrongdoing. Impatient and insecure, they can be difficult to live with and work with unless they get their way. They are sometimes argumentative, taxing, calculating, demanding, insensitive, critical, disagreeable, manipulative, tactless, and stubborn. Pragmatic and profit-based, Reds hate incompetence and lack both compassion and any need for intimacy.

Dealing with Reds

When dealing with Red attitudes, be sure to:

Present issues logically and include facts and figures.

Demand their attention and respect.

Be direct, brief, and specific in conversation. Verbalize your feelings.

Be productive and efficient.

Offer them leadership opportunities and support their decisive natures.

Promote their intelligent reasoning where appropriate.

Respect their need to make their own decisions in their own ways.

When dealing with Red attitudes, don't ever:

Embarrass them in front of others or use physical punishment.

Argue from an emotional perspective or be slow and indecisive.

Forget to use an authoritarian approach.

Expect a personal and intimate relationship.

Attack them personally or take their arguments personally.

Wait for them to solicit your opinion.

Intrude on their alone time.

People I Know Who May Have Red Personalities	

Blue Personalities

As you read this section on Blue personalities, try to think of people you know who may be Blues. Understanding them will enrich your interpersonal dealings with them.

Gifts

Blue personalities have the gift of compassion and want to save the world. They are motivated by intimacy. Blues need to be morally

good, to be understood, and to be appreciated. Always appropriate and admired in any situation, they want to be accepted, to reveal their insecurities, to please others, to be autonomous, and to be secure. Blues are reliable, self-disciplined, steady, ordered, and enduring. They value intimate relationships and creative accomplishments more than material possessions. They enjoy culture, beauty, and emotional sincerity, they are most comfortable in creative, productive environments. Blues are loyal and nurturing people who value connectedness, who listen with empathy, and speak with zeal. Because they are purposeful, dedicated, and self-sacrificing, Blues expect other people to do the best they can. Committed and obedient, they support law and order.

Limitations

Blues can be self-righteous and have unrealistic expectations. Blues have been known to carry around unnecessary guilt, to whine, and to be perpetually discontented. Too sensitive and demanding, Blues may be complex and worrisome; their perfectionism can cause depression.

Lacking trust, they may suspect others and be skeptical of them. Blues can be bitter, resentful, and unforgiving. Moody, rarely playful or spontaneous, they sometimes become their own worst enemies.

Dealing with Blues

When dealing with Blue attitudes, be sure to:

- Emphasize their security in the relationship; be sincere and genuine.

- Be sensitive and soft spoken in your approach.

- Behave appropriately and be well-mannered.

- Appreciate them and promote their creativity.

- Allow them to gather their thoughts before expressing themselves.

- Be loyal and limit their level of risk.

- Do a thorough analysis before making a presentation.

When dealing with Blue attitudes, don't ever.

- Be rude or abrupt, or make them feel guilty.

- Expect spontaneity or demand immediate action.

- Promote too much change or push them into making quick decisions.
- Abandon them.
- Expect them to bounce back easily or quickly from depression.
- Demand perfection (they already expect too much from themselves).
- Expect them to forgive quickly when crossed.

People I Know Who May Have Blue Personalities	

White Personalities

White personalities have the gift of clarity and see things more clearly than the rest of us. Read on to learn more about Whites you may know.

Gifts

White personalities seek peace. Whites need to feel good inside, to be understood, and to be respected. Gentle and even-tempered, they want to be accepted, to hide insecurities, to please themselves and others, to be independent, and to be contented.

Whites are tolerant and capable, the nicest people to know unless you need a decision made. Peaceful, diplomatic, and patient, Whites stuff and stuff and stuff anger before they finally explode. Rarely ruffled and having little ego need, these easygoing people are impressionable, bendable, kind, and accepting.

Limitations

Whites often use silent aloofness and intellectualism to shield them from others. Known for habitually hiding out, they also can be silently stubborn; they smile in agreement while doing whatever they want. Passive, easygoing Whites may be hard to motivate; they don't like pressure or pushing. They can be doubtful and dependent, unmotivated, aimless, misguided, boring, and lazy. They are sometimes

indecisive, insecure, and nonassertive; withholding their feelings, these unproductive dreamers can be timid and emotionally unsure.

Dealing with Whites

When dealing with White attitudes, be sure to:

- Be loving and sensitive, simple and open.
- Be firm, patient, and gentle.
- Provide boundaries for them to operate within.
- Introduce options and ideas for their involvement.
- Accept their individuality.
- Be casual, informal, and relaxed.
- Look for nonverbal clues to their feelings; listen quietly.

When dealing with White attitudes, don't ever:

- Expect them to always need others to play or work with.
- Force verbal expression or confrontation.
- Be domineering or too intense.
- Overwhelm them with too much.
- Speak too fast.
- Take away their daydreams or be unkind.
- Demand leadership.

People I Know Who May Have White Personalities	

Yellow Personalities

Yellow personalities may be the most social of all the colors. The term "social butterfly" may be a common one used to describe Yellows.

Gifts

Yellow personalities have the gift of enthusiasm; they know how to enjoy themselves and to be entertaining. They seek fun. Yellows

If you like this book, buy it!

need to look good socially, to be popular, and to be praised. They want lots of approval, to hide insecurities, to be noticed, to be free, and to enjoy playful adventure. Carefree and trusting, charismatic Yellows are happy and naive. They love life. These popular and fun people are spontaneous, enthusiastic, playful, and exciting.

Limitations

Yellows can limit themselves with their superficiality and avoidance; they are attractive but may run when anyone tries to get close. These flip chatterboxes refuse to have serious discussions, focused commitments, and deep emotional expression. Self-centered and uncommitted, Yellows can be irresponsible, disorganized, incomplete, impulsive, and undisciplined.

Dealing with Yellows

When dealing with Yellow attitudes, be sure to:

- Be positive and praise them.

- Adore them and accept their playful teasing.

- Make physical contact such as hugging, pats on the back, or hand holding.

- Remember they are tender and enjoy their charismatic innocence.

- Promote playful activities for and with them.

- Remember they hold feelings deeply.

- Allow them opportunity for verbal expression.

When dealing with Yellow attitudes, don't ever.

- Be too serious or sober in criticism.

- Push them too intensely or expect them to dwell on problems.

- Ignore them or forget they have down times also.

- Demand perfection or attack their sensitivity.

- Give them too much rope or they may hang themselves.

- Classify them as just lightweight social butterflies.

- Totally control their schedules.

People I Know Who May Have Yellow Personalities	

About now, Red readers are asking, "So, what is the point? Blue readers are concerned about whether the color categories can possibly decrease homelessness, Whites are waiting patiently for the explanation, and Yellows are wondering if they're having fun yet.

The point is that by using these categories, you can understand what motivates your attitude and other people's attitudes. What really motivates you? A desire for power, intimacy, peace, or fun? By understanding the color code, your attitude can complement others' attitudes more effectively in appropriate ways. Once you realize that your boss is a Red, you won't expect him to stop changing and you can help other employees accept his vision for the company. If you realize your child is a white, you will help her overcome her lack of assertiveness. If you realize you are a blue with a typical unforgiving attitude toward people who have hurt you, you can work on getting over it and getting on with life. If you have not figured out which color you are, read the descriptions of each color over until they become familiar. One day as you think about the characteristics of each color, you will know what color you are. (Or, to be more accurate, you can take the personality profile test in Hartman's books.) Remember that even when people have characteristics of two colors, one color is always dominant.

If you have figured out what color your personality is, write it down here:

My personality color is

Using the Color Code

Understanding and using the color code can help you when dealing with others in countless situations. Here's a sample of what you'll come to be aware of by applying the code.

Work Situations

If you heard your employer shouting about someone stealing a file folder or disk, would you:

Slink off to the rest room to wait out his tantrum (White response)?

Go in and try to cheer him up (Yellow response)?

Rush in and find the lost item on his desk, saying, "Someone must have hidden it under this stack of contracts" (Blue response)?

Scream from your adjoining office that you did not lose that file or disk (Red response)?

You accidentally dropped your computer password in the elevator and a computer hacker used it to wipe out the company's files. Would you:

Deny dropping the password (Red response)?

Confess contritely in your resignation letter after cleaning out your desk (White response)?

Admit you are at fault and offer to resign (Blue response)?

Deny even knowing the password (Yellow response)?

Home Situations

When your Red child's assignment is to explain a poem about apples to the class, would you:

Be jolly while assuring her that she can explain the poem about apples and juggling several for her (Yellow response)?

Tell her to get the assignment finished ASAP (Red response)?

Bake apple tarts for all of her classmates (Blue response)?

Say nothing, because you know she will do a good job (White response)?

Your two Yellow children hate to clean their rooms. Would you:

Ask them to clean up the rooms sometime during the day (White response)?

Tell them to start cleaning now if they want to live until lunch (Red response)?

Explain how it pains you to see their rooms so messy, especially because you are constantly cleaning the house to be an example to them (Blue response)?

Tell them to go play for a while and then come in and clean their rooms (Yellow response)?

As we mentioned, this is just a sample of a fascinating theory. We both believe in Taylor Hartman's Color Code so much that we teach it; we do walk our talk.

Journaling Exercise

Discuss your color, your strong points, and your limitations. How will you use this knowledge?

Trusting Teamwork

Teamwork is synonymous with sports. According to Michael Jordan of the Chicago Bulls, "Talent wins games, but teamwork and intelligence win championships. I'd rather have five guys with less talent who are willing to come together as a team than five guys who consider themselves stars and aren't willing to sacrifice". After winning three NBA championships, we suspect Jordan knows what he's talking about. 12

Within team sports, the rapid, continuous action of an ice hockey team is the best example of teamwork contributing to the right attitude for success. Although hockey players play multiple and interchangeable roles, everyone passes, shoots, plays defense, and still has a primary role. Team and individual successes depend on how well individuals blend together, how much they trust each other. In this section we look at teamwork at work, at home, in the community, and between friends.

Teamwork in the Top Three Inches

Author H. Norman Wright tells the story of a Wyoming sheep herder who spent much of his time observing animals. Each winter, packs of hungry wolves swept into the valley and ferociously attacked herds of wild horses. To defend themselves, the horses formed a circle

with their heads inside. They kicked furiously with their hind legs, driving the wolves away. Undaunted, the wolves moved on to attack a herd of jackasses that had been turned loose by their owners. The jackasses also formed a circle, but with their heads toward the wolves. When they kicked furiously, they kicked each other and were soon eaten alive.

Like the wild animals, people have a choice between being as smart as the horses or as stupid as the jackasses. They can kick the problem together as a team, or they can kick each other.

In the last decade, managers in business and industry have discovered that the secret to improving the bottom line rests in the top three inches of our anatomy. Collaboration brings out the best in people by acknowledging their importance to the group. To get the most from others in group situations, emphasize each person's strengths and talents. Everyone knows something that you don't know and can do something better than you; tap that resource by creating a win-win alliance. We are standing on a time line and whether we keep arguing or working, time keeps moving on. So we might as well think about how we get from here to there, together.

Teamwork forces people of different races, religions, genders, and cultures to trust each other enough to work together. Ideally, this should not be a problem. For years we have heard that America is a melting pot where religions, races, and cultures merged into each other. Actually, other races, religions, and cultures had to blend into a primarily WASP country.

Recently, social and political forces have turned the melting pot into a salad bowl. Although the ingredients remain separate, the dressing binds everything together; the diverse ingredients enhance and enrich each other. While working toward a common goal, each person keeps an individual identity and unique attributes. Diversity in a team requires respect for others' backgrounds and points of view. Just tolerating those who are not like yourself won't cut it; each team member must trust the others and embrace different points of view to see how these contribute to the team. 13

World Trade Center Teams

On February 26, 1993, a team of terrorists detonated a bomb in the garage of New York City's World Trade Center (WTC) at 12:18 p.m. Six people died in the blast and more than 1,000 were injured.

Considering that 50,000 people worked in the twin towers, and 40,000 visited each day, casualties could have been much greater. (Later, insurance adjusters said any other building would have been destroyed; fortunately, in the twin towers' the structural supports run along the outer walls.)

On March 18, Governor Mario Cuomo moved back into his WTC office; most of the other 400 displaced tenants returned by mid-April; the last were in by the end of that month. The WTC's quick comeback is a story of teamwork by its owners, the Port Authority of New York and New Jersey, and many others:

Less than six hours after the blast, The Restoration Company had personnel on the scene to hire and train employees and to direct its 16-day clean-up of 8.8 million square feet. Around the clock and during the winter storm of the century, 2,700 workers cleaned 550,000 square feet a day. Also hard at work were marble cleaners, exterminators, and 200 union supervisors.

The Real Estate Board of New York helped tenants find temporary office space nearby and encouraged landlords to rent at their cost.

Despite its lack of a formal crisis management plan, the Port Authority coordinated hundreds of jobs at the same time, bringing in public utility workers, tradespersons, and craftspeople to remove all traces of the bomb's damage. It's not easy to make \$510 million worth of damage just go away.

Staff members escorted tenants who needed to reenter the WTC to get keys, files, and vital documents. Employees who usually worked at the airports, bridges, and tunnels run by the Port Authority worked around the clock to get the WTC back in operation.

From their makeshift offices, staff members tracked down all of the tenants and called them almost daily at first. Later they messengered a twice-weekly newsletter advising tenants about trauma counseling, small business loans, new safety procedures, and anticipated dates of reopening.

Like the wild horses and their team approach to a well-thought-out solution, people can come up with amazing results when they work together toward a common goal.

Work Teams

Companies have discovered that teams work as well in business as in athletics. Autonomous, self-directed teams can be empowered to make decisions and to adapt quickly to market trends. Once teams own a mission, they are free to innovate, experiment, and compete. Teamwork requires problem-solving, risk-taking, innovation, decisive action, and working smart. In the summer of 1996 the Gallup Organization surveyed American workers' attitudes about their employers for the Marlin Company, a business materials publishing company. Gallup found:

25 percent of workers feel somewhat or extremely angry.

27 percent of workers are anxious about losing their jobs within six months.

93 percent of workers feel some loyalty to their employers; 60 percent feel very loyal.

The reasons employees gave for their anger include the actions of a supervisor or manager, tight deadlines, a lack of others' productivity, and the actions of co-workers. We believe that attitudes of trust and teamwork could solve most of these problems. 14

W. Edwards Deming taught teaming to the Japanese after World War II; it has taken the rest of the world a little longer to catch up. For example, Ford Motor Company saved \$73 million on its 1996 Taurus production line by nickel and dime teamwork. At brainstorming sessions, line workers and engineers talked about changing parts or using different parts to save money. These small savings per car \$1 here, \$5 there added up to millions. More important, line workers were aware that someone would listen to their suggestion that a less expensive straight hose would work just as well as an expensive custom-designed hose. 15

Work teams have an important place in manufacturing today; they enable companies to cut costs and deliver value to customers. The following companies are just two of many successfully using work teams:

Hallmark Cards, Inc., has found that work teams better utilize the talents of specialized technicians and creative workers. To shorten the manufacturing time for each of the 40,000 designs of cards and related items the company

produces annually, Hallmark assembled teams for various holidays and occasions. The Thanksgiving team, for example, has merchandisers, accountants, artists, writers, designers, and lithographers. At its head office in Kansas City, Hallmark has relocated team members so they can work closely as a unit. Now each card moves through production faster, saving money and time as well as allowing the company to be more responsive to changing trends. 16

Malcolm Grear Designers (MGD) was one of about 500 firms that applied to provide design work at the 1996 Olympic Games in Atlanta. MGD in Providence, Rhode Island, was one of six firms chosen. The firm designed the handheld torch, the medals, and the pictograms representing various sports. From the beginning, Grear involved his entire staff, family, and friends in the project. Late-night brainstorming sessions had only one rule: Don't try to be sophisticated if you have an idea, put it down there are no limits. Key ingredients in MGD's success have been the group process and collaborative management. Malcolm Grear says, "I don't like when people give me credit for all the work that goes on. My name is just on the door, and I'm the end art director, and I'm involved in every project, but everybody contributes." He continues, "When vanity intrudes is when design suffers. You include whoever and whatever you have to get the job done right, so no one can say 'I did this.'" 17

Why Work Teams Work

According to Francis Fukuyama, "If people who have to work together in an enterprise trust one another because they are all operating according to a common set of ethical norms, doing business costs less. Such a society will be better able to innovate organizationally, since the high degree of trust will permit a wide variety of social relationships to emerge." 18

He cites the U.S. Defense Department's contracting system as an example of an organization showing an absence of trust. This department assumes not only that contractors will cheat taxpayers but also that government officials given any discretion in dealing with contractors will abuse their power. Thus, costs must be justified through

extensive documentation that is audited regularly. The cost of all this documentation and auditing caused taxpayers to pay \$800 for toilet seats and \$300 for hammers in the 1980s. 19 The bottom line: Even while factoring in possible errors in judgment, trust not only works better than red tape, it's cheaper.

Self-Managed Teams

About one-quarter of all businesses use self-managed teams. By the end of the century, experts expect fully half of all businesses to do so. Companies that use teams include General Foods, General Motors, Hewlett-Packard, Prudential, Motorola, Goodyear, and General Mills. These companies make groups of workers responsible for a specific process from beginning to end. Workers decide on work assignments, select team members, and evaluate each other's performance.

Saturn Corporation uses teams in its state-of-the-art plant in Spring Hill, Tennessee. Each of the plant's almost 200 teams has budgetary and hiring responsibilities; members can even choose their own parts suppliers. Training includes instruction in awareness, conflict management techniques, consensus decision-making, and group dynamics.

Family Teams

All families are teams; encourage yours to think and work together. Parents are automatically team leaders because they have empowered themselves to set boundaries for their children. This teaches young team members how to be competent in a secure setting. As a leader, focus on getting resultsno wallowing, waffling, or wimping outespecially during times of change. You don't need to have all the answers; you do need to listen and show care, concern, and respect for other team members. Admit your mistakes. Understanding and appreciating the color of each family member's personality is an excellent tool for teamwork at every level.

Be sure everyone in your family understands exactly what your team's goals are. Build trust by being trustworthy. Nail down each member's responsibilities with clarity, precision, and attention to detail, yet allow some slack for individual differences. Create a supportive home environment; when one member is involved in a project, it's nice if other family members are there, too. List ways your family acts as a team, and-ways it could act as a team here:

Times Family Acts as a Team	Times Family Could Act as a Team

Community Teams

During each election year we have a national debate about values. One would think that as a nation we could not figure out that values come mainly from parents, and later from teachers, peers, and the community. Despite the values debate and campaign promises every four years, values cannot be legislated. Values can, however, be nurtured with a little teamwork.

Albuquerque, New Mexico, has taken on values as a community project by adopting Character Counts. The program reminds people that no matter their education, faith, or income level, they can agree on six desirable character traits: respect, trustworthiness, responsibility, fairness, caring, and citizenship. Developed by the Josephson Institute of Ethics in California, Character Counts has been adopted by at least 200 cities in 29 states. Los Angeles millionaire Michael Josephson left a lucrative career to found this nonprofit program; he did this to make his children proud.

Albuquerque is the largest city to implement Character Counts in its schools. Beginning in 1993, one city school emphasized one character trait each monthan immediate result was a drop from 60 to 20 discipline citations per month. In 1994 the mayor made the six character traits of the program the keystone of his campaign to stop youth violence. In 1995, all 118 Albuquerque schools received state funding to implement the program. Since then, the Police Athletic Association, the Hispanic Chamber of Commerce, the Boy Scouts, and churches signed on.

Although the jury is still out on the program's lasting effect, team members on the Character Counts leadership council are giving it everything they've got. Bank president Ed O'Leary put the six traits

on billboards. AT&T executive Rick Johnson initiated an information saturation campaign. He wants adults to see the character traits everywhere on utility bills, city buses, and kids' homework papers. Johnson believes that increasing adults' consciousness of the traits will make them treat each other differently. He foresees them ultimately not thinking about the traits, just living them. He's counting on everyone's innate desire to do right.

Twenty years ago Albuquerque's middle schools dropped athletics. When community leaders identified sports as a way to fight gangs and teach Character Counts, businesses ponied up \$115,000 to put basketball in 23 schools for 1995-96. They pledged more for the following year. 20

Albuquerque's Character Counts program highlights the importance of community teamwork. Each community has programs to improve its corner of the world. Join a team to improve your community.

Journaling Exercise

Discuss a community problem that you and your neighbors could team up to solve.

Friendly Teams

Working on a team gives all of us a chance to improve our people skill and develop empathy for others' feelings. Just the way someone says thank you can make you feel genuinely appreciated, patronized, or dismissed. Realizing this can help you send the right signals while working on a team. For instance, when psychologists studied engineers and scientists from Carnegie-Mellon University and Bell Labs, they found these workers had a wide range of people skills resulting in an equally wide range of attitudes toward them. Some of the people studied had established wide-ranging networks and received help immediately whenever they needed it. Those lacking such networks had trouble even getting their calls returned.²¹ Teamwork demands collaboration; by bringing out the best in people, everyone succeeds. If you are a fast tracker who can't get help from others or share success, take a hard look at yourself and change your attitude.

Of course, teamwork is a hallmark of the Boy Scouts organization. During a hike through the woods, a troop discovered an abandoned section of railroad track that might as well have had a sign saying,

Climb Me. One by one they climbed the rails; one by one they lost their balance and fell, hurting only their pride. Meanwhile, two boys stood off to the side watching. As the others rubbed their bruises, they bet them that they could walk the whole track without falling.

Derision met their offer and the bet was on. The first boy stepped on the left rail and the second on the right rail. After extending their hands to steady each other, they walked the section both ways without falling. There's nothing like a helping hand when you aren't sure you can succeed on your own. If you want to begin an exercise program, find a friend you can exercise with. If you want to take a class, find a friend to join you; you'll have more fun and hold each other to the bargain. Be sure to agree on specific actions, goals, and rewards for yourselves.

Think

Make time today and every day to exercise your brain. In this era of downsizing, staff reductions, and total corporate reorganization, it is just common sense to increase your knowledge base and skills training so you can adapt rapidly to new market demands. But who hasn't put off taking time to think because of the need to react to more immediate, urgent things such as watching the World Series? As the German poet Goethe stated, "Things which matter most should never be at the mercy of things that matter least." Some things, such as an overflowing sink, do have a certain sense of urgency. Other things, such as keeping current on the events at Buckingham Palace, don't. Abraham Zaleznik, Matsushita Professor of Leadership at Harvard Business School, observed that "Life is a combination of action and reflection." He goes on to say that those who only act are cheating themselves. 22 More on making time for reflection in Chapter 7.

Future Trends

Major companies such as Coca-Cola, Owens Corning, Signet Bank, and Avon have hired a clear thinker, Edie Weiner, to help them determine future trends in marketing. Weiner's approach to forecasting is to have clients look at new ideas and think about them. Other futurists use market surveys and financial forecasts; however, to determine emerging trends, Weiner reads books, magazines, newspapers, and reports constantly and reflects on the readings. Her clients

receive summaries of articles and meet every three months to discuss the readings and apply them to the business world.

Kerley LeBoeuf, president of the National Association of Convenience Stores, describes Weiner: "Edie gets you to reach outside the norm in your thinking and somewhere down the road you can apply that to your business." In this age of computers with RAMs measured in gigabytes, there is something reassuring about Edie Weiner getting people to think. 23

A Brain Tune-up

Remember when you came home from school and your parents asked, "So, what did you learn today? That question is still relevant because learning is important to the health of your brain. Learning does not keep you from getting Alzheimer's disease, but it does keep your brain alive and helps you stave off senility. New knowledge causes your body to make new connections between your brain cells. This process of arborization occurs when neurons actually grow microscopic filaments to connect to each other. When you learn something new, neurons secrete growth hormones that stimulate their own growth and that of their neighbors. Thoughts happen when the branches of brain cells connect; that's why you need to keep feeding your brain knowledge. Make learning a lifetime habit by becoming an habitual thinker.24

According to Arnold A. Lazarus of Rutgers University, you learn best when you spend a short time learning every day or every other day. Pulling an all-nighter as you did in college is counterproductive. If you are easily distracted, use self-talk to bring yourself back to the task. When you are learning something difficult, switch off and do something that comes naturally to you; then, return to the difficult subject. Succeeding at the easier things helps you achieve more with the harder ones.25

Choose something you want to learn more about and write it here:

I want to learn more about _____

Reality Checks

To break the habit of operating on automatic with your brain half engaged, use the following three steps to think more effectively about what you are doing throughout the day.

1. Pause five or six times a day to think about how your day is going and to see if you are moving toward your goals. These frequent mental check-ins help you lose less time to nonproductive activities.
2. Stop what you are doing if you are not heading for success and figure out what caused your self-defeating mind-set. Think about why you feel angry, depressed, or like a failure.
3. Pinpoint defective thoughts and replace them with effective thoughts. For instance, if you feel angry, determine what is making you feel powerless and create a powerful replacement thought. 26

Effective Thinking

If you think your problems are too big to be solved, consider the villagers in Colombo, Sri Lanka. For centuries, these villagers lived in harmony with elephants. Then a British company turned the elephants' forest land into a sugar plantation. Lacking a large enough area to find food, the beasts destroyed the sugar cane crop.

When the owners put up an electrified fence, that did not stop the hungry elephants. Armed with automatic weapons, an Elephant Control Unit shot more than 50 elephants. Still hungry and undoubtedly ticked off, the elephants raided the homesteads in nearby villages, going so far as to enter homes to look for rice and salt. Villagers were afraid to leave their homes at night. In 12 years the elephants killed 75 people. Villagers retaliated with shotguns, poison, or nails along elephant paths; 75 more elephants died.

The Department of Wildlife Conservation finally decided that the herd should be taken to Yala National Park, 15 miles away. The problem was how to get them there. Elephants refused to be driven at gunpoint. They did not travel in the open sun and all the shade trees on the route had been cut down to grow sugar cane. Deputy Director General Nandana Atapattu solved the problem with clear and focused

thinking. He knew elephants were intelligent and wanted to be where food was plentiful and danger minimal. Atapattu devised a route through the cane linking a series of water holes. Villagers shouted encouragement and used flares to point the animals in the right direction. Whenever the elephants smelled water, they moved forward in a gigantic column; and so it went from one water hole to the next.

A week later the herd was home at Yala, with 3,000 times more space to roam. Not a single villager or animal was harmed during the elephant walk. A deep trench now separates the plantation and forest.

Journaling Exercise

Describe a problem you solved in a creative manner.

When thinking about problems, we need to use creative thinking as Nandana Atapattu did. Broadly defined, creative thinking is coming up with something new. It is a process during which we gather ideas and mental images that transform the elements of reality into something new. Three ways to think creatively are by considering.

1. Structure (contrasts, differences, and distinctions). No two things are exactly the same when examined in great detail.
2. Relation (similarities, connections, and affiliations). In spite of differences, we observe and respond to similarities.
3. Order (change in time and space). Everything is changing at varying rates of speed.

The preceding elements can be combined by either level or point of view:

Level the more views we have of something, the more we become aware of our surroundings. You are someone's child, an adult, sibling, relative, employee, lover, and so on.

Point of view finding other ways of looking at something expands the alternatives. People at a party may see a different person than your children see before the party. 27

Journaling Exercise

Describe a problem you want to solve. How can thinking about the structure, relation, order, level, or point of view help you solve the problem?

Effective Thinkers

The following thinkers are a random sample loosely linked by the attitudes they share. Some were educated; others were not. Some became wealthy; others died in poverty. Some are dead; others are very much alive. They share these attitudes: the ability to think, a desire for success, and the courage to take a risk.

When Herman Hollerith graduated from Columbia University in 1879, he began working at the U.S. Census Office where he saw the need for a mechanical way to tabulate statistics. Eventually he invented punched cards and machines to read and record data for the 1890 census. Hollerith kept finding more applications for punched card data processing and improved his system. By 1896 he opened the Tabulating Machine Company in New York City. Eventually that company became IBM Corporation.

Joseph and Jacques Montgolfier were French papermakers who observed that once the smoke from a fire was directed into a silk bag it became buoyant. This observation meant they discovered the first balloon. In June of 1783 their silk balloon rose 6,000 feet above the town of Annonay and stayed up for 10 minutes. Later that year, after sending a sheep, duck, and rooster aloft, they sent a human up in a tethered balloon.

During the Great Depression, Tony Packo opened a cafe in Toledo's factory district. Packo's dime hot dog was too expensive for the times; after some thought he cut his dogs lengthwise and sold them for a nickel. When times got better, Packo realized that he had a signature food and kept selling his half-dogs topped with mustard, diced onion, and chili sauce. Today Tony Jr. still sells him dad's half-dogs and chili and his mom's stuffed cabbage. (In his role as Klinger on "M.A.S.H.," native Toledoan Jamie Farr made Tony Packo's internationally famous.)

Earle E. Dickson's wife Josephine was accident prone. She frequently cut herself while working in the kitchen. Each time, Dickson wrapped her wounds in yards of gauze and tape. Thinking there had to be a better way, he put a small piece of gauze on a strip of medical tape. In 1921, his employer, Johnson & Johnson began selling Band-Aids in long strips; sales jumped, however, when they began selling precut Band-Aids in 1924.

Mary Rodas thought her way into a job when she was only four. With a keen eye for detail, she told a man laying a new kitchen floor that he was not matching up his tiles. He just happened to be Donald Spector, the president of Catco, a toy company. Spector figured this was a bright kid, hired Rodas as a paid consultant to try out toys, and followed her suggestions. At age 13, Rodas became Catco's vice president of marketing. She has developed the neon-colored, fabric-covered Balzac Balloon Ball and a candy line called Balzac Glop. In addition to working, Rodas attends college even though she is a millionaire; at 20 she recognizes the value of thinking.

Goose Sense

One of our favorite winged creatures is the Canada goose. Whether headed north or south, these geese always fly in a V formation. Scientists have discovered that they fly in formation because by flapping its wings, the bird in front creates an updraft for the bird behind. This allows the V-shaped flock to increase its distance potential by 71 percent. When the lead goose gets tired, it falls back and another goose takes the lead; to encourage the new leader, the geese behind honk.

When one of the geese is injured, sick, or shot, two of them fall with that goose and stay until it is either able to fly again or dies. And then they fly up to join another V formation and gradually make their way to their own flock. We need to get people to fly in formation because that increases our potential for achievement. We need to share difficult responsibilities and jobs. We need goose sense. In the next chapter, we continue talking about goose sense, or developing the right attitudes in your 360-degree life.

Chapter 7

Celebrating Your Balanced, 360-Degree Life

"My father worked two jobs and was often absent. . . . This was an invaluable lesson for me when I became a father. I realized how much just being there means."

Tim Russert,

anchor, *Meet the Press*

To begin our final chapter, we will discuss Tom's favorite topic: how right attitudes lead to a balanced, 360-degree life. We will review seven steps to help you sketch out your own balanced life. Then comes the hard part living it. When you persist, you'll enjoy living a 360-degree life so much that you'll continually find ways to keep your life balanced.

To tie the themes in *Change Your Attitude* together, later in this chapter we will review the attitudes discussed earlier and look at how right attitudes create success and/or happiness. Happiness and success are not twins they're not even fifth cousins twice removed. People who appear successful to others may be unhappy. Meanwhile a

person who does not appear successful in anyone else's estimation may be happy. Eighty percent of Americans claim that they are happy with their personal lives. For the 20 percent who are not happy or the rest of us who suspect that we could be happier we discuss four characteristics of happy people. One thing that makes people happy is having control. The trick is recognizing exactly how much we can control in our lives.

The pursuit of success is a continuous do-it-yourself project. Our targets change as our lives change; the richer our lives become, the more often we readjust our definition of personal success. Wrong attitudes affect both happiness and success. We present some ways to avoid common wrong attitudes toward work: hating the job, workaholism, burnout, and toxic work syndrome.

You May Have a Wrong Attitude If. . .

You are tired of pizza delivery guys complaining that *you* drive too fast.

You eavesdrop on co-workers' phone conversations and scream that they should tell the no-good #@?%! off.

You and your ex have revived the cold war, your kids are MIAs.

You crunch ice cubes all day despite hissed death threats from adjoining cubicles.

Your smile is broken and its warranty expired years ago.

Your dirty lunch dishes are someone else's problem.

You moved to New Orleans and then discovered that they canceled Mardi Gras when they heard you were coming.

A Balanced, 360-Degree Life

Our lives encircle all that we are mentally emotionally, physically, spiritually, and financially. As we move down "life's highways," the more balanced the circle of our lives the more enjoyable and comfortable the ride. Picture riding in a car with the tires out of balance. As you pick up speed you will notice a slight shaking; as you accelerate

the shaking would become very noticeable and your control of the car would become more difficult. As you continue to accelerate you will find that you are having major problems with control and staying on course.

Our lives are very much the same. As we take on more responsibilities, it becomes more difficult to stay on course, because our circle loses its delicate balance. Why? Because we have 1,440 minutes per day to help keep the balance. That's the good news! That's also the bad news. We tend to take on more and more responsibilities in various areas of our lives. In other words, we divide our 360-degree circle into smaller segments, taking on more and more responsibility, but in turn, we don't get an increase in the amount of time we have to accomplish them. Thus, we complicate our lives by not keeping a balance. We must constantly fine-tune the 360-degree balance by asking ourselves which of our responsibilities are truly of value. Ask yourself, How many clubs do I belong to? How many meetings can I attend? How involved am I with my family and loved ones? How healthy do I want to be? Do I want a pet? and so on. The more balanced your life, the more control you will have; the more control you have, the happier you will be.

If you are what you do, what are you when you don't? Tom loves to ask people this question because it stops them in their tracks. Have you ever noticed how when people meet for the first time, one of the questions they ask is, "What do you do?" People habitually identify themselves by their occupations, without mentioning the other interesting parts of their lives. So, we have to ask, if your identity is based on what you do for a living, what are you when you are not working?

The problem we all face is how to create a 360-degree life with room for something besides work; human beings require time for family, friends, recreation, and good deeds. When a person is a workaholic that person's whole identity is tied to work. Losing that job means losing the identity. You may tell yourself that the company will miss you, but try this experiment: Take a bucket of water and try to put a hole in the water with your fist. As soon as you remove your fist, the hole disappears; that's how much your company will miss you.

Tom has noticed how we become so wrapped up in the necessary minutia of life that we forget about being aware of daily life, really living it rather than just hanging in there. Architect Frank Lloyd

Wright wrote to his daughter, "Everyday life is the important thing, not tomorrow or yesterday but today. You won't reach anything better than the right now, if you take it as you ought." 1 Enjoy each day of your life instead of enduring it. Enjoy each role you play in your 360-degree life.

Simplify and Balance

To bring your life into balance, start out by simplifying all phases of your life. These first two suggestions are quick and easy: *First, do those little things you habitually put off.* As soon as you think, "I'll get to that tomorrow," stop and remind yourself to do it now. Take a moment to tighten the loose screw on the cabinet door or to reattach a button to your jacket. *Second, toss out things you are not using.* Go through your house collecting things you are saving but not using such as the tight jeans you'll be able to wear just as soon as you lose 10 pounds. We know, it's all good stuff that's why you'll want to give it away to people who need it. Do this at least once a year, every year.

Next, take steps toward balancing your career with various other commitments. *Third, review your personal time commitment.* Do you allocate any time for yourself? If that question left you laughing hysterically, remember. We all need time to nurture ourselves by reading, listening to music, pursuing hobbies, or relaxing in a warm tub. We need time now to relax and renew ourselves; we can't wait for that day in the distant future when we have time or when we retire or when our lives are perfect.

Follow Donna Guthrie's example and make your own personal time just as important as your career commitments. Guthrie, a children's book author from Colorado, walked five miles in each of the 50 states in 1996 to *celebrate* turning 50. In each state she bought a black T-shirt with the state's name, motto, flower, or mascot. Guthrie plans to have the T-shirts made into a quilt "and someday take it to the nursing home. . . . Late at night. . . my friends and I will pull our rockers into one big circle. I'll spread out my T-shirt quilt so it covers everyone's lap. Quietly, we'll take turns telling each other the stories of our lives."2

In the space in the following box, list things that you need personal time to do:

Fourth, review your community commitments. Are you really interested in all of your activities? If not, resign. On the other hand, if you would like to give something back to your community, look for ways you and your family can do this together. Try out various activities sponsored by civic or church groups until you find something that you can all do and enjoy.

In 1961 Lyn McLain started a youth orchestra in Washington, D.C. Here hundreds of children have learned to play musical instruments on Saturdays. To join, children must be at least 5 years old, want to play, and pay a \$25 fee. Even though these kids are not gifted musicians, McLain holds them to the standards of a conservatory. Some have become professional musicians. Although most do not become professionals, they learn the concentration and discipline they need to succeed. They also learn how to work with others and how to interact with adults. Every couple of years, McLain's musicians learn about the world when he takes the orchestra on tour. 3

List three community activities you plan to investigate:

1.

2.

3.

Fifth, review your social commitments. Must you bowl five nights a week? If not, drop out. If you must, ask yourself what you are avoiding by being so busy. On the other hand, can you respond spontaneously to your friends, or are you blocked by disabling attacks of the "shoulds"? When the shoulds are weighing in heavily, ask yourself if friendship is more important than being ultraprepared for an upcoming meeting.

While you are thinking, about your friends, consider whether each of your friends would pass the I-wouldn't-mind-being-shipwrecked-

with-this-person-for-a-few-days test. If a friend is a put-down artist or you have grown apart, ease out of the outworn relationship. As motivational speaker Patricia Fripp suggests, we need to keep the sand out of our pastry: "Imagine someone baking a chocolate cake. In addition to flour, sugar, and salt, he adds a small spoonful of gritty sand to the recipe. The cake batter is stirred, carefully baked, frosted, decorated with nuts, cherries, and whipped cream. It looks perfect. At dinner, when you see that cake, what would you do? I would probably cut the biggest slice possible without looking too greedy and take a mouthful. My first reaction would be 'Ummm.' Then I would notice the sand, push my plate away, and say, 'Thank, it's a beautiful cake except for the sand.' Fripp suggests telling chronically negative people who matter to you this story. Then, when they are negative, remind them they are putting sand in your cake." 4

Comedian Robin Williams demonstrated how friends can be there for each other when actor Christopher Reeve was hospitalized his horseback riding accident. Williams flew to the hospital and borrowed a pair of scrubs. Striding into the room he announced in a heavy accent that he was a proctologist there to examine Reeve. Some friends certainly go to extremes.

Write down the social commitments you value most:

Social commitments I value most are _____

Sixth, review your career commitments. Think about where you want to be five or 10 years from now. Take a tip from Patricia Fripp and plan your career with the same care you plan a vacation.⁵ Decide what goals you have for your career and how much time, money, and energy they will take. Prioritize them and develop minigoals, as we discussed in Chapter 4. If you work overtime and weekends, free up something and review the "Workaholism" section later in this chapter. If you have no energy for your family after work each day, read the "Job Burnout" section. Researchers have documented that stress at home affects your job performance; that's why these parts of your life need to be in balance. Ask yourself this gut-check question: If I experienced a devastating accident or medical crisis, what would I wish I had done differently?

I would wish I had _____

Major companies have begun helping employees with their family responsibilities by allowing them to work flextime hours, by sponsoring seminars on family-related topics, and by providing day care for children and seniors.

Seventh, review your family time. Are you taking care of your parents as well as your children? Do you spend enough time with your family, or do you rely on material things to take your place? Researchers have documented that job stress affects your home life; one solution is spending more time with your family. 6 Gather your family around a calendar and block out specific times for family activities a full year in advance.7 Spending time with those you love is so very important.

If your kids participate in sports, Dr. Darrell J. Burnett suggests you do more than just attend the games. He believes that parents who have the following 12 attitudes (that form the acronym Kids in Sports) can help their kids have fun, feel good, and develop skill.

1. Keep it positive.
2. Instill laughter and humor.
3. Develop team spirit.
4. Step into their shoes.
5. Involve yourself.
6. Notice any and all progress.
7. Show excitement, enthusiasm.
8. Praise specifics.
9. Offer a good example.
10. Remember to have fun.
11. Teach skills.
12. Set reasonable expectations.8

Journaling Exercise

Describe your favorite childhood memory with a parent.

If you are an employed mother, lose those guilt pangs before working on your 360-degree life. Although both parents may work outside the home, usually the woman is the one who feels guilty, perhaps because no one asks a father how he could choose between his children and his job. According to social psychologist Faye Crosby in *Juggling*, women no longer need to feel guilty. Research has proven that the advantages of having an employed mother outweigh the deficits. The advantage include:

Children see more of their fathers and other family members.

Children learn more about the world of work.

They meet children and adults outside of the family at child care centers.

Children are more open to new ideas and attitudes.

Children have more self-regard and initiative.

They benefit financially.

In addition to their children's increased well-being, Crosby found that the husbands of employed women enjoy psychological and economic advantages. As an employed mom herself, Crosby believes the problem isn't the stress of juggling home and work, as much as sex discrimination at work, gender expectations at home, and the outworn tradition that each family should be self-sufficient. 9

Tim Russert, the anchor of NBC's *Meet the Press* and his wife appear to have achieved a 360-degree life. One tremendous influence was Russert's father, who he saw only at supper. His dad worked two jobs to support his family in Buffalo, New York. "I knew he was working. It wasn't. like he had gone off to the racetrack or the golf course. But it was an invaluable lesson for me when I became a father. I realized how much just being there means."

Russert takes advantage of the flexibility his job allows to maintain a daily routine with him son, Luke. After they breakfast together, he drives his 10-year-old son to school. Russert picks up his son after school and spends time with him before returning to work. When he was offered a promotion that involved a move to New York, Russert and his wife, writer Maureen Orth, knew it would be a good move for

them. They decided, however, that their daily routine in Washington was worth staying put. The Russerts have their career and family priorities in balance. 10

Another successful person who is working hard to balance her life is Rosie O'Donnell, who made a switch from standup comedian/film actor to television host because of her son. As O'Donnell explains it, "When I had my son, I wanted to have a life that would be more stable for him, where he would be able to sleep in his own bed every night, and I thought this would keep me home." As executive producer, host, and star, of her show, O'Donnell has to be an expert juggler.

When Robert Reich became our nation's labor secretary, his wife took a two-year leave from teaching law in Boston and moved to Washington. After she and their teenage boys moved back, Reich struggled to balance work and family. He found the demands of his job continued during his weekends in Boston. After Bill Clinton was reelected president, Reich had to make a difficult choice: to continue in the best job he ever had or to see more of his sons. He commented, "I had to make a choice because I simply couldn't do more of the job I love and at the same time have more of the family I love." He decided, "There will be ample opportunity for me to sink myself 200 percent into another job, but there will never be another opportunity to be a father to a 12-year-old and a 15-year-old."11

Journaling Exercise

Explain which area of your life is most out of balance and how you will bring it into balance.

Happiness

According to the Gallup Organization, in the spring of 1995, eight out of 10 Americans were satisfied with their personal lives. Six out of 10 were happy with the way democracy works in the United States.¹² So, what is making all these people happy? Why do they choose satisfaction over dissatisfaction? We all like to think other people can make us happy, but they can't; the only person who can make you happy is you.

Journaling Exercise

Write about three happy times in your life, explaining why you were happy.

Research indicates that happiness shows no favorites with regard to sex, race, culture, or changes in marital status, job, or residence. Of course, money is different story; adults believe that 25 percent more income would make them happier because that translates into paid bills and more stuff purchased. But having more money won't do the trick because riches enlarge desires rather than satisfy them. One survey of the *Forbes* list of the wealthiest Americans reported they were only slightly happier than other Americans. And maybe more important, 37 percent were less happy than average Americans. So, happiness apparently lies in not only getting what you want but also liking what you get.

Journaling Exercise

Think about and list some times when you have gotten what you wanted and whether you ended up liking or disliking what you got.

Right Attitudes

The following are some right attitudes you can adopt to help you create your balanced, 360-degree life. Some of these come from celebrated people in history who left a valuable legacy that can inspire us all.

Require 100 percent personal *responsibility* and accept the *reality* of risk.

"When you get into a tight place and everything goes against you till it seems as if you can't hold on a minute longer, never give up then, for that's the time and the place that the tide will turn." Harriet Beecher Stowe

"When you get to the end of your rope, tie a knot and hang on." Franklin D. Roosevelt

Ignite your imagination, initiate innovation, and exercise your integrity.

"To live is so startling it leaves little time for anything else."Emily Dickinson

"Does one's integrity ever lie in what he is not able to do? I think usually it does, for free will does not mean one will, but many wills conflicting in one man."Flannery O'Connor

Give graciously of your time and money. Reach for greatness even if it exceeds your grasp. Pursue your goals tenaciously.

"Genius is 1 percent inspiration and 99 percent perspiration."Thomas Edison

"It is for us to pray not for tasks equal to our powers, but for powers equal to our tasks, to go forward with a great desire forever beating at the door of our hearts as we travel toward our distant goal."Helen Keller

Hustle only habits that maintain physical, mental, and spiritual health and a sense of humor.

"Everything comes to him who hustles. . .while he waits."Thomas Edison

"Some people succeed because they are destined to, but most succeed because they are determined to."Anonymous

Take loving care of *time* and use some each day to *think*; *trust* others.

"A part of control is learning to correct your weaknesses. The person doesn't live who was born with everything." Babe Ruth

"Life consists in what a man is thinking all day." Ralph Waldo Emerson

A 1996 survey by NFO Research, Inc., found that happiness was what 28 percent of 938 teens wanted most from life. As Eric Arsenault of Chesterfield, Michigan, said, "My goal is definitely happiness. What would give me that? I don't know yet. But a lot of people in the 1980s

made money and weren't very happy. I want more. My main reason for seeking further education is self-enrichment. I set goals and when I reach them, I think. "What can I reach for now?" I couldn't be fulfilled if I wasn't trying something new, learning something I didn't know before."

Stephanie Shields, another Michigan teen, commented, "Happiness is my goal. Right now, I think that the best way of achieving that is through education and a career. But even though I can't see myself being happy by marrying Mr. Right and having children, I could change my mind." 13

According to author David G. Myers, happiness depends on certain personality traits and on matching your skills to your work, having close relationships, and having an active religious faith. According to Myers, happy people have these four characteristics:

1. *Happy people like themselves.* Dr. Myers found that high self-esteem is more likely to create personal happiness than a good family life, friendships, or high income. A University of Michigan study indicates that people who like and accept themselves feel good about life in general. Myers points out that healthy people use positive illusions about themselves to ward off anxiety and depression. Feeling inferior at some time or other is part of life; therefore, we need to look at ourselves through rose-colored glasses tempered with positive realism. And we need to use self-talk, such as *I like myself!* when feelings of inferiority creep up. From the moment they are born, Red and Yellow personalities appear to have healthy self-esteem; actually, those in all four categories require self-analysis and effort to build their self-esteem.

2. *Happy people are optimists.* They are healthier and have fewer common illnesses; they are less bothered by weather changes and even recover better when illness strikes. Researchers found that Harvard graduates classified as pessimistic in 1946 were the least healthy when restudied in 1980. Realistic optimists have a greater chance for success because they look at setbacks as part of the success cycle, part of life's journey. Using the scientific research approach, they list mistakes as they occur for reference and study, and remain confident that they are moving ahead.

Optimists don't whine. They say yes to life more than no, and also realize that a realistic mix of both responses is necessary for real success. An optimist allows for limits; the top is too narrow for everyone to be there. In every two-person race, one is a loser, and the mortality rate for humans is still 100 percent. In spite of all that reality, life is worth living. Myers recommends this recipe for well-being: "Simple optimism to provide hope, a dash of pessimism to prevent complacency, and enough realism to discriminate those things we can control from those we cannot control." 14 Persons with Blue personalities are natural whiners who must work harder than the Reds, Whites, and Yellows to be more optimistic.

3. *Happy people are social and outgoing.* Extroverted folks are happier because they expect others to like them; after all, what's not to like? Outgoing people experience more fulfilling and positive events right away. Because they have a large circle of friends, extroverts receive more affection and greater social support.

Through planning, extroverts fill and manage time more efficiently than unhappy people, who have unfilled, open, uncommitted time. To increase your sense of personal control, set deadlines for yourself. When you meet them, you'll feel wonderfully in control of your own destiny.

As you might suspect, persons with Yellow personalities are most likely to be extroverts. Those with Red personalities also are more outgoing than their Blue and White friends. This does not mean that Blues and Whites are neither social nor outgoing; they just need to make more of an effort.

4. *Happy people are in control.* Control is a real factor in guiding personal success. For more than seven years we have presented seminars on time management all over the country to tens of thousands of people. Our message is always the same: Greater control of the important things in life leads to greater success and happiness.

Researcher Angus Campbell summarized a nationwide survey by the University of Michigan as follows: "Having a

strong sense of controlling one's life is a more dependable predictor of positive feelings of well-being than any of the objective conditions of life we have considered." 15

Naturally those with Red personalities relish being in control; Blues can handle control, too; Whites and Yellows can learn to take control of their lives.

Check off your personal levels of the characteristics of a happy person:

	Low	50/50	High
Self-respecting			
Realistically optimistic			
Sociable			
In control of life			

Being in Control

For five years Tom worked at a nursing home in northern Kentucky. At the nursing home, there were two groups of retired guests those who controlled their lives and those who had no control. Those in control were involved in more of the social and religious activities provided by the excellent staff at Madonna Manor Nursing Home. Those in control displayed a higher morale and enjoyed better health; they were living proof that we are what we think we are. Those who had abdicated control just existed.

Can you really change your basic temperament that bundle of attitudes and values you have carried around since your late teens? Not if you continue to use failed methods of the past, you can't. Once you realize you are the only architect of your future, start acting *as if*. That's right, fake self-esteem, pretend you are an optimist, act outgoing. Despite the phoniness you feel at first, you'll get over it as your motions put your emotions in gear (see Chapter 1).

Bob Wieland is a person in control of his life. In the late 1970s and early 1980s, Wieland held the Amateur Athletic Union (AAU) world record in the bench press. His personal best was 507 pounds that's about what a refrigerator weighs. When his AAU records were nullified later because he did not take part in other contests that the AAU required, Wieland changed course. On September 30, 1995, he began a 6,200-mile bicycle trip across the country and back.

Wieland used a 21-gear, hand-powered bicycle for that trip because he left his legs in Vietnam. A combat medic, Wieland was running to help ambushed buddies when he stepped on a mine. His body flew in one direction, his legs in another. After a five-day coma, Wieland awoke to find that he weighed less than half of the 205 pounds he weighed the week before.

While in the hospital, a doctor handed Wieland a five-pound weight. Even though he couldn't sit up in bed, he knew that someday he would lift that weight. Eight years later he was competing with the strongest men in the country in the bench press. He went on to be a strength trainer for the Green Bay Packers. Today he can still bench-press more than 400 pounds. At 50, Wieland is a spokesman for the Congressional Medal of Honor Society's youth program, Beating the Odds. He often starts his talks with, "I'm here today to tell you, don't ever let somebody else goof up your dreams." Wieland also works for a company that sells fitness and health products. In his spare time, he's working on a movie about his life. 16

Bob Wieland's story reminds us that we control only part of our lives. There are some events in our lives we wish we could control such as weather, traffic, the time of day, or other people starting wars but we cannot. There are some events in our lives we believe we cannot control such as our driving, our work situations, or what we eat but we can. Because we have the ability to adapt, we must take responsibility for controlling these things. Sometimes being confused about how much control we exert over our lives can have grave consequences, at other times it is downright funny.

On one occasion, Tom was at the airport at 6 a.m., standing in line with a bunch of other suits who had no luggage. He stepped up to the counter and got his ticket validated. To be courteous, he stepped aside while he put his ticket back in his Day Planner. The next suit stepped up and presented his ticket for a flight to Chicago. The young lady working at the ticket counter politely said, "Sir, I'm so sorry, that flight was just canceled," while pointing up to the monitor, which was flashing *Canceled* next to the Chicago-bound flight number.

"Canceled? Every time I fly this damn airline. . ." and the suit's fist started slamming the top of the counter. "Food's no good and your uniform really sucks." He insulted everything and kept slamming away. The ticketing agent couldn't get a word in. Tom watched his Day Planner jump as the man banged away.

Finally Tom said, "Sir, I'm sorry for interrupting, but I've thought of something that might help you. Banging on the ticket counter hasn't helped, the monitor still says canceled. Possibly, kicking the counter might work." Bad idea. The man looked at Tom, verbally flipped him off, and left the counter. The young lady said, "That was so funny. Talking to him that way was great."

The next suit in line stepped up and asked for a flight to Chicago. The young agent said, "Sir, I'm sorry, that flight has been canceled."

"Canceled," he said, slowly shaking his head. "That's the way this trip has been going. Well, do I have to go over to another airline, or can you make arrangements? Oh, do you know what, I've got to call my client and let her know I've got a problem. And my baggageI already checked my baggage, can you help me get it back?"

Note the difference between the two attitudes. The first crashed; he thought he had control over a canceled flight, but had none. The second recognized he had no control over a canceled flight, and focused on what he could do to make the best of the situation.

Journaling Exercise

If you could exercise complete control, describe how your life would be.

28 Secrets to Happiness

We would like to share with you the following 28 secrets that can help you be happy.

1. Live beneath your means and within your seams.
2. Return everything you borrow.
3. Donate blood.
4. Stop blaming other people.
5. Admit it when you make a mistake.
6. Give any clothes you haven't worn in the last three years to charity.
7. Every day do something nice and try not to get caught.
8. Listen more; talk less.
9. Every day take a 30-minute walk in your neighborhood.
10. Strive for excellence, not perfection.

11. Skip two meals a week and give the money to the needy.
12. Be on time.
13. Don't make excuses.
14. Don't argue.
15. Get organized.
16. Be kind to kind people.
17. Be even kinder to unkind people.
18. Let someone cut ahead of you in line.
19. Take time to be alone.
20. Reread a favorite book.
21. Cultivate good manners.
22. Be humble.
23. Understand and accept that life isn't always fair.
24. Know when to say something.
25. Know when to keep your mouth shut.
26. Don't criticize anyone for 24 hours.
27. Learn from the past, plan for the future, and live in the present.
28. Don't sweat the small stuff. 17

Add your own secret to happiness here:

My personal happiness is _____

Right Attitudes Create Success

The granddaddy of all motivational speakers, Earl Nightingale, said, "Attitude will always affect your success, and you'll know it affected your success when you take credit for your success that's the good side or you blame somebody that's the bad side."

John Maxwell tells this story about taking responsibility for attitude. After seeing how-to-improve-your-attitude books in his father's briefcase during a vacation, Maxwell said, "Dad, you're 70 years old. You've always had a great attitude. Are you still reading that stuff?"

Melvin Maxwell looked his son in the eye and answered, "I have to keep working on my thought life. I am responsible for having a great attitude and for maintaining it. My attitude does not run on automatic." 18 So, we not only choose our attitudes, but they are also a continuing choice. 20/20 anchor Hugh Downs defined a happy person not as someone with a certain set of circumstances, but with a certain set of attitudes. 19

Attitude also has a lot to do with aging gracefully. Gene D. Cohen of the National Institute on Aging stated that attitude determines whether people use preventive health practices such as maintaining a good diet, not smoking, and taking action on the early warning signs of problems. A positive outlook also benefits health, especially in dealing with a major illness or the death of a spouse.

Attitudes, not aptitude, initiate and sustain success; your individual success is a personal achievement. Success begins when you follow your heart to do what you should and avoid fulfilling the shoulds of others. The yardsticks you use to measure your success cannot measure anyone else's success; nor can you use another's yardstick to measure your own. Your solutions to problems and responses to opportunities are driven by your attitudes; they are the sum of your life. Ideally, success is ongoing, not a trophy for some wonderful month in 1984. By discovering your greatest strength, you can be successful in most aspects of your life, as long as you are totally involved mind, body, and spirit.

Journaling Exercise

Define success. Are you successful? Why or why not?

The right attitudes we discuss can help you live a successful life but only if you internalize them before you put *Change Your Attitude* on your self-help bookshelf. No one can make you responsible or help you deal with reality or take risks, any more than someone else can make you happy or sad. Our emotions don't happen to us, we choose them. As Dr. Bernie Siegel points out, our thoughts, emotions, and actions are the only things we really do control. It all boils down to deciding if you want to be successful and how you define success. While one person helps abused children, another increases his stock portfolio, and someone else helps adults study for their GED exams. Success has many faces.

According to motivational speaker Joel Weldon, "Mental attitude is the better part of success. It calls for serenity, poise, faith, patience, humility, tolerance, honesty, confidence, courage, initiative, imagination, optimism, cheerfulness, enthusiasm, joy, and love."

Success

As we move through life, we learn that success is a moving target. Success at age 2 is different from success at 20, which is different from success at 72. Dr. Gilbert Brim wrote about the changes in his father as he grew older. At 60 his dad retired from teaching college and moved to Connecticut where he and his wife remodeled an abandoned farmhouse. For years he thinned the trees on the hillsides; gradually he became tired earlier in the day and sometimes hired help. Then, his efforts centered on the land and trees around his house. Next, he stopped planting the gardens and he concentrated on border flowers and window boxes. When even that had to be given up, the 101-year-old man turned to listening to talking books. 20 What a story of change; what a parable of successes.

Opportunities for growth and mastery allow us to achieve; we are not content with what we already know and can do; we want action and growth whenever we believe we can be successful. Just like the 65-year-old who enjoyed thinning trees, we choose perplexing challenges that test our abilities but are not tough enough to cause us to fail badly or often. When we are successful, we immediately increase the difficulty; winning raises our hopes, losing lowers them. Once a child can stand successfully, she attempts walking.

As adults, we are most strongly motivated to try something when our chances for success are about 50/50. We set different risk levels for various situations because risk makes achievement much more rewarding.

List five of your personal successes:

1. _____
2. _____
3. _____
4. _____
5. _____

Changing Your Attitude: From A to Z

Allow time for yourself.

Benefit others from your successes.

Climb the highest pinnacle of success.

Divide your day and conquer.

Endow yourself and others with wisdom.

Forgive, forget, and move forward.

Go in the direction of win-win.

Help others win.

Initiate some change each day.

Jump at the chance to improve your life.

Know that kindness is a necessity on our planet.

Live today as today, not as a rehearsal for tomorrow.

Master the highest levels of capacity and control so they come naturally.

Nourish others with praise.

Oscillate between work and rest every day.

Play the hand you are dealt.

Question your motives when dealing with others.

Risk intimacy.

Smile often.

Tally your successes each day.

Utilize all your talent.

Visualize your success.

Work with the stress in your life.

Xplore all avenues of successful service to others.

Yield to the best way to change.

Zip through boring work at the beginning of the day.

Failures or Teachers?

"Success is never final; failure is never fatal," according to Penn State football coach Joe Paterno. The coach is right on both counts,

If you like this book, buy it!

because change affects both success and failure. Whether we make a mistake and call ourselves failures or we learn something from a mistake and continue pursuing a goal depends on how we perceive ourselves and our success. If there is no question about our success, we never fail, but learn an awful lot.

Take Steve Jobs, for example, who along with Steve Wozniak, started Apple Computer in his parents' garage on April 1, 1976. In an age when business computers were room-sized, both Steves saw the need for desktop, easy-to-use personal computers. A decade later, Jobs left Apple because he did not like the company's direction and started NeXT Inc., where he planned to build personal computers. The firm languished. Finally, Jobs shut down manufacturing. Did he think he failed? No, maybe he stumbled, but Jobs must have been learning, because meanwhile, he spent \$10 million to buy Pixar, a computer graphics firm. Jobs foresaw the importance of computer graphics. His company produced the film *Toy Story*, and went public. Jobs is a billionaire today and has returned to Apple, which bought NeXT to develop its new system software. Jobs learned lessons in a difficult business situation and did not consider failure. 21

One way to keep your head on straight when you are in a learning mode is to remember successfully reaching goals in the past and to keep moving forward past failure, past momentary loss, to success ahead.

List two times when you failed and learned:

1. _____
2. _____

Fear of Success

We would like to have just \$1 for each person who feared success and allowed that fear to keep him or her from making a major change. Why would someone stay in a job he does not like? Why would a student drop a course of study she loves? The reasons are as varied as the fearful people, but they generally resemble one of the following four categories.

1. If I succeed, something awful could happen. If I succeed in getting a raise, I may make more money than my husband, and he'll feel just awful.

2. If I succeed now, I could just mess up later. I may ace the aptitude test, but fail to do the job.
3. If I succeed now, I could be stuck later. I may succeed at a new job and then find it is boring.
4. If I succeed now, I could outdo my father. If I become a mine manager, he'll hate me because he was a miner all his life.

Fortunately, fear of success is not fatal; people shoot themselves in the foot like this every day and live to tell about it. If you identified with any of the preceding fears, you have already begun step one, overcoming that fear. The second step is to recognize what you are doing and to figure out why. What are you really afraid of? Most of the time, you can talk to someone about your fear. For instance, find out just how much variety is in a job you are considering by talking to someone doing that job. The third step is to determine what's the worst thing that can happen and then figure out if that is what you actually fear. 22

Journaling Exercise

Describe a time when you felt afraid to succeed.

Success Is. . .

. . .living a long, active life with no regrets. Jeanne Calmet celebrated her 122nd birthday in February of 1997. Blind and nearly deaf, this French woman used a wheelchair, but her mind and wit were just fine, thank you. Calmet was the oldest person in the world according to *The Guinness Book of World Records*, but young at heart. She had recounted her memories on a CD with a rap background, the proceeds of which went to buy a minibus to take Calmet and other rest home residents on seaside outings.

At the 1996 party her hometown, Arles, threw for her, Calmet commented that she was not afraid to die. "One day, I'll surely meet the good Lord. In the meantime, life will last as long as it lasts. Like everyone, I've known sad times, but life has smiled at me. I hope to die laughing. At any rate, I'll go without regrets. I've made the most of it." Jeanne Calmet died on August 4, 1997.

...continuing a tradition. At Wulf's Fish Market on Harvard Street in Brookline, Massachusetts, success is providing fresh fish. Since Samuel Wulf opened his door in 1926, this market has featured fresh, cut-to-order fish. His son, Alan, is proud that they specialize, in fish not carried by supermarkets and serve third- and fourth-generation customers. Visiting kindergarten classes learn that not all fish come in plastic wrap and may even see a shark's head if they time it right.

". . .to laugh often and much, to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty, to find the best in others; to leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition; to know even one life has breathed easier because you have lived. This is to have succeeded."Ralph Waldo Emerson

...finishing a marathon. At age 59, Harvey Mackay ran in the Boston Marathon knowing that he would not bring home any prize money. For 26 miles and 385 yards he was not competing against 38,000 runners. Mackay was running against himself, against the interior voice that kept yelling, "Stop." So why run? Because, according to Mackay, then you know there is nothing you can't do. Mackay says successful people have the determination, will, focus, and drive to complete tough jobs. They do those things unsuccessful people don't like to do, such as finishing a marathon. 23

...joining the Women's Hall of Fame. Mary Halloran enrolled in the first Army officer candidate school for women shortly after Pearl Harbor was bombed. During World War II Halloran commanded the first Women's Army Corps (WAC) battalion in England and later served in France and Germany. After the war, as the third director of the WACs, her initial assignment was to get legislation passed to allow women to enlist in the regular army. After retiring in 1960, she became the director of Women in Community Service a national organization she helped start that finds training and jobs for impoverished women. She retired for a second time in 1978. In the fall of 1996, at age 89, Mary Halloran of Arlington, Virginia, was inducted into the Women's Hall of Fame in Seneca Falls, New York.

...serving the community. To find out why Robert Kraft bought the New England Patriots football franchise for \$161 million in 1994, you have to go back to his childhood. "When I was 11," he says, "the

Braves picked up and left town, went to Milwaukee. Part of me died that day. I've never forgotten it." Although Kraft's day job is being CEO of Rand-Whitney Group, which makes paperboard and packaging materials, he is better known as the man who kept the Patriots in Boston. Some fans walk up and shake his hand, others hug him. Kraft says that his father always told him, "The best thing you can do is earn a good name." About purchasing the Pats, he says, "It's a good business in terms of an asset. But I'm also doing what I love. And if I do a good job, I'm doing a service to my community as well." 24

...getting back up. Now Tweezerman is a successful entrepreneur, but he's certainly paid his dues. In 1969, armed with an MBA from Harvard, Dal LaMagna (rhymes with lasagna) had dreams of turning drive-in movie theaters into discotheques. It didn't work. Then he sold lasagna pans and produced a coming-of-age movie. He struck out again. In 1982 LaMagna was almost broke and discouraged, so much so that he moved back home and took a job at an electronics firm for \$6 an hour.

At work he looked at the needle-nose tweezers used to pick up tiny electronic parts and thought about removing splinters. After repackaging some industrial tweezers, he sold them to lumberyards for splinter removal. Today, he markets 60 grooming products and to sell 2 million tweezers with lifetime guarantees a year.²⁵

...saving a college. Sister Bernadette Madore, S.S.A., took immediate action when faced with closing Anna Maria College (AMC) of Paxton, Massachusetts, which was losing \$1 million a year. This college president made some drastic changes: the college became co-ed; the new board had lots of business savvy and raised funds to build a library, performing arts center, and activities center, and to renovate the chapel; and 20 undergraduate and graduate satellite programs were begun in central and eastern Massachusetts. Enrollment of 550 students increased to almost 2,000.

Elaine Walter, a 1959 AMC graduate who is the dean of music at Catholic University of America, commented, "In essence Anna Maria College should have closed. ... Why is Anna Maria still there? Sister Bernadette Madore and [her mentor] Sister Irene Socquet. ... shared the dedication and the plain good sense to accept the responsibility to create an institution overall because they had vision. Now it is flourishing."

. . .doing what you gotta do. David met Charlie Hauck about 40 years ago on Turkeyfoot Lake near Akron, Ohio, while working at a camp. Hauck was 16 at the time and entertained everyone with his rather sophisticated sense of humor. Early on, Hauck sensed that humor was the talent he had to develop. Hauck went to school, got married, and started to work. While living in Pittsburgh, Hauck announced to his wife and four small children that there was something he had to do. He was going to Hollywood to be a writer. He promised to send for them as soon as he had steady work, even if that meant being a full-time waiter. At least they could enjoy the warm Southern California weather. Because of Hauck's attitude and talent, as well as his family's patience, he landed a job: Norman Lear hired him to write for the sitcom, *Maude*. Hauck's been writing and producing sitcoms ever since. He has written two books and is the executive producer of *Home Improvement*. David could tell that Charlie had talent when he was 16. So could Charlie.

Wrong Attitudes Create Failure

Failure is a necessary part of success. In his autobiography, Lee Iacocca, former head of Chrysler Corporation commented, "Mistakes are part of life; you can't avoid them. All you can hope is they won't be too expensive and that you don't make the same mistake twice." Most of the time we learn more from our mistakes than our successes, mainly because we are too busy patting ourselves on the back to recognize any lessons we learned. The failures we talk about in this section are common wrong attitudes toward work: hating the job, workaholism, burnout, and toxic work syndrome.

Take This Job and. . .

Today's workplace demands greater productivity from employees, at the same time co-workers are competing for jobs. Mergers, acquisitions, and downsizing, as well as corporate and government restructuring, make for lean and mean organizations. Employees who believe their employers are either dishonest or do not have their best interests in mind have more stress and dissatisfaction; they sometimes use theft to equal the playing field. Thus, employers with dishonest corporate cultures need an ethics makeover to remain competitive. We suggest they change their attitudes and empower employees by developing

empathetic attitudes of honesty, fairness, trust, and caring to create a safe, secure workplace.

During these changing times, maintaining a positive attitude is more important than ever your career success depends on your attitude. How can anyone having only minimal control cope with a job, let alone maintain a positive attitude when work is repetitive and boring? By taking a new look at that job and by using a more positive attitude. This can be achieved through the following techniques:

Accentuate the positive. Make a list of what you like about your job (good pay, excellent benefits, compatible co-workers) and what you do not (difficult boss, work overload, disagreeable clients, dicey job security). Think about the things you like, talk about them, and act like a professional worker. Don't think of working as the opposite of pleasure. Your job is not causing your unhappiness or negativity your attitude is.

Face facts you must work to earn money to live. Look forward to going to work; make your workplace somewhere you want visit because of those things on your list of positives. Look forward to Mondays as much as Fridays.

Make time to have fun on the job. Instead of considering work an endurance test, think of ways it can make you feel good about yourself. Keep focusing on the positives.

Consider your co-workers as a team; be friendly and upbeat. Develop a feeling of belonging or achieving a common victory. Don't listen to negative co-workers who can make even upbeat people negative.

Put yourself in position for future career moves if your company has a stable employment situation. Select a job that you want to be promoted into, and then line up another promotion after that. Give yourself something to aim for, a job goal. 26

Take out attitude insurance. If your job could be eliminated or you dislike everything about your job (even after doing the first five steps), update your resume, take classes in your specialty, and start networking.²⁷ If you have no special skills, visit a career counselor for guidance.

In the following space, write one step you can take to improve your attitude toward your job:

Job Burnout

Job burnout is like driving on an uncrowded highway and suddenly finding yourself off the road with your car up on cement blocks. "What happened?" you ask yourself. This is similar to job burnout. You were happy with your job one day and by the next afternoon you have lost interest and become dissatisfied. Feeling burned out can seriously affect your attitude about your job. Some of the causes of burnout are:

Attempting to do too much. You want to coach little league, work a 50-hour week, take care of your aged in-laws, and manage your church's fund-raising all in this lifetime.

Feeling unappreciated. The harder you work, the more your boss expects. As this mind-numbing circle continues, you're doing as much as you physically can, but your boss continues to demand more.

Being bored and unchallenged. You've learned everything there is to learn about your job.

Burnout affects your body, mind, and emotions. Your body is always tired and, therefore, more susceptible to sickness. Your emotions are frayed; you hate going to work and feel cynical, trapped, and bored. Your mind turns forgetful; you are panicky, confused, negative, and helpless. At this point, we suggest a nice Caribbean cruise. If that's not possible, then you need to take six steps:

1. Figure out why you feel burned out.
2. Rearrange your life to create balance and eliminate overtime.
3. Make time to exercise and relax. Start taking care of yourself.
4. Take a vacation or a leave of absence.

5. Talk to your boss about the source of your burnout.
6. Talk to a friend, spouse, or counselor about burnout. 28

Workaholism

Another work stress is workaholism. Those of you who don't have this problem probably are wondering why anyone in his right mind would want to work all the time. Three of the chief reasons are:

1. You may be tired of taking care of others. For instance, those in the sandwich generation may be taking care of both their children and parents.
2. You are trying to avoid remembering something negative in the past. Examples might include a messy divorce, the death of loved ones, or childhood trauma.
3. You desire approval and acceptance from superiors.

If one of these reasons sounds like you, read the following symptoms of workaholism:

You go on vacation and can't relax or you bring along a little work.

You are depressed.

Your stress affects your relationship with your family.

Your responsibilities at home have been taken over by your family.

Your friends have given up trying to contact you.

Your children cry when you leave and won't let you alone when you are home because you spend so little time with them.

If you have many of the preceding symptoms, start by figuring out something that will have a bigger payoff than the reason you became a workaholic. Perhaps, closeness with your family would have a bigger payoff. If so, gradually integrate the reason with a bigger payoff to replace the reason for workaholism. Don't try to stop working long hours cold turkey; neither you nor your employer would be comfortable. Meanwhile, plan things that you like to do to fill the newly freed-up hours. Enjoy!²⁹

Toxic Work Syndrome

Career counselor Barbara Bailey Reinhold, Ed.D., uses the term *toxic work syndrome* (TWS) to describe a "condition of emotional or physical pain or illness that happens to people when they allow their lives to get out of balance, when things seem to collapse in on them, when they lose their resiliency." If you are an employer, you'll want to know the prescription for curing TWS: Employers need to trust and value their people, who for the most part, "want to do a good job, want to believe in and belong to an organization." To keep their employees healthy, bosses can "create strong teams where people are valued and encouraged to work hard and achieve."

If you are an employee feeling job stress, take Reinhold's quiz in Figure 2 on page 207 to see how stressed you are. Those who have been doing the same jobs for some time need to realize how the five stages in a job can affect their work life.

Stage 1 is getting started. Your energy is high, you make some mistakes.

Stage 2 means things are getting better. You are more focused and confident and make fewer mistakes.

Stage 3 is your peak performance. You could do this job forever!

Stage 4 is the feeling that something is missing. You have less energy and feel frustrated, bored, and disappointed.

Stage 5 means you're in trouble. Your self-esteem is nosediving, you are stressed and have physical ailments. 30

Reinhold suggests that people in Stage 4 can revitalize their attitudes toward work, rather than finding new jobs, by making changes in their jobs or other areas to balance their lives. She found that strong ties to families and communities help people overcome work stress.

Journaling Exercise

Discuss how your wrong attitudes, or those of someone you know, caused failure in a work situation.

Figure 2: Work Stress Quiz

For each item, write your response on the line at the left. Rate each item from 1 (almost never) to 4 (almost always).

- ___ I'm worried I won't find another job if I lose this one.
- ___ I wake up worrying about work.
- ___ I'm upset about the increased demands at work.
- ___ I find myself getting irritable or angry.
- ___ I speed impatiently from one task to another.
- ___ I don't have enough control over how I do my work.
- ___ I don't feel trusted and appreciated at work.
- ___ I'm worrying about whether I can keep up at work.
- ___ I wonder whether I'm really doing a good enough job.
- ___ It seems that nobody wants to know what I'm feeling.
- ___ I have trouble knowing what I'm really feeling.
- ___ I hold in my feelings until they finally erupt in some way.
- ___ It's hard to make enough time for friends and family.
- ___ People close to me complain that I'm not available enough.
- ___ I'm too worn out to give much time to my relationships.

Analyzing your score:

24 or less: you're managing stress well.

25-34: expect some physical or emotional discomfort.

35-44: talk with others at work about reducing stress.

45 or more: you are probably under a doctor's care and should talk to a career counselor.

Source: Barbara Bailey Reinhold, *Toxic Work: How to Overcome Stress, Overload, and Burnout and Revitalize Your Career* (New York: Dutton, 1996), pp. 37-40. Reprinted by permission of the publisher.

Rules for Being Human

As you explore ways to create a balanced, 360-degree life, keep the following principles in mind; they will guide you in your endeavor.

1. You will receive a body. You may like it or hate it, but it will be yours for the entire period this time around.
2. You will learn lessons. You are enrolled in a full-time informal school called Life. Each day in this school you will have the opportunity to learn lessons. You may like the lessons or think them irrelevant and stupid.
3. There are no mistakes, only lessons. Growth is a process of trial and error, experimentation. The failed experiments are as much a part of the process as the experiment that ultimately works.
4. A lesson is repeated until learned. A lesson will be presented to you in various forms until you have learned it. When you have learned it, you can then go on to the next lesson.
5. Learning lessons does not end. There is no part of life that does not contain its lessons. If you are alive, there are lessons to be learned.
6. There is no better place than here. When your there has become here, you will simply obtain another there that will again look better than here.
7. Others are merely mirrors of you. You cannot love or hate something about another person unless it reflects something you love or hate about yourself.
8. What you make of your life is up to you. You have all the tools and resources you need. What you do with them is up to you. The choice is yours.
9. Your answers lie inside you. The answers to life's questions lie inside you. All you need to do is look, listen, and trust.

We hope that these rules and everything you have read in *Change Your Attitude* will help you develop the right attitudes that lead to a balanced, 360-degree life. We encourage you to use what you have learned to enrich yourself as well as other people with whom you come into contact, such as your family, your friends, your co-workers, and even those with whom you only have a single passing social interaction.

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About the Authors

Tom Bay, formerly with the Franklin Covey Co., earned his bachelor's degree in theater and has years of corporate management experience and an award-winning background in sales. As a motivational speaker, he has addressed hundreds of organizational audiences in the areas of sales, personality profiles, team building, and employee morale. Bay's impressive and lengthy client list includes Ingram Micro, Universal Studios, Paramount Pictures, the Sony Corporation, United Airlines, Nordstrom, and the U.S. Postal Service, among others.

Along with his busy presentation schedule, Tom does volunteer work for his favorite charities in Southern California and runs in about 30 races a year.

David Macpherson, a nine-year senior consultant with the Franklin Covey Co., has a background in education, having majored in philosophy at the Athenaeum of Ohio, and finished graduate courses in Education and Communications at Xavier University and Loyola University, New Orleans, respectively. Besides motivational presentations and teaching, David has worked as a college public relations director, advertising executive, and a television personality, for which he received a regional Emmy nomination. David is requested as a speaker for his wit, wisdom, and comfortable manner. David works out of Sylvania, Ohio, where he also lives.

If you're interested in having David and Tom as presenters for your organization, call MacBay Presentations at (888) 440-8000.

Tom and David's next book will be about team building. Please share your team experiences with them. Send a description of your experience to Tom Bay, 3041/2 Fernleaf Avenue, Corena Del Mar, CA 92625. Be sure and let the authors know if they can use your name.

Index

A

Acting *as if*, 31-32

Adversity, greatness in, 115-116

Affirming, 30

Ageless Body, Timeless Mind, 135

Airborne graciousness, 108

Airborne greatness, 111-112

Altitude, 20

Attitude

 assessing, 11-32

 defining, 17-18

 innovative, 76

 right, 16-17, 26-32

 wrong, 12-16

B

Bad habits, breaking, 119-120

Balanced, 360-degree life, 178-208

Behavior, at odds with attitude, 20-21

Being the best you can be, habit of, 126-127

Blue personalities, 157-159

Buddhism, 37-38

Burnout, job, 204-205

Business vision, 80-85

Bypassing, and globalization, 44

C

Calculated leap of faith, 52-54

Centering yourself, 137-138

Change, 38-50

educational, 48-50

global economy, 42-48

making, 50

responding creatively to, 36

Character Code, 155

Choosing attitudes, 26

Cognitive dissonance, 20

Color Code, 155

Commitments, reviewing, 181-183

Common Fire: Lives of Commitment in a Complex World, 87

Community teamwork, 170-171

Confessions of a Street-Smart Manager, 38

Control, being in, 190-193

Corporate responsibility, 56-57

Corporations, gracious, 103-104

Creative thinking, 175

D

Default, goal-setting by, 96-97

Developing the right attitudes, 26-32

Distractions, 100-101

E

Educational change, 48-50

Effective thinking, 174-177

Emotional health, 133-135

Extroverts, 190

F

Failure, 197-198

and wrong attitudes, 202-207

Family teams, 169

If you like this book, buy it!

Family time, 184-186

Family vision, 79

Fear of success, 198-199

Flipside technique, 142

Forgiveness, habit of, 123-125

Friendly teams, 171-172

Future trends, forecasting, 172-173

G

Garage risk-takers, 55-56

Giving up too soon, 13

Global economy changes, 42-48

Goals

- nourishing, 92-116

- setting, 26-27

Goals-oriented, 16

Goose sense, 177

Graciousness, 93, 102-108

Gratification, 95

Greatness, 108-116

H

Habits, 16

- healthy, 117-145

- reevaluating, 36-37

Happiness, 186-194

- habit of, 121-123

Health, 127-139

Hope, habit of, 125

Hospital humor, 142-143

Humor, 139-145

- importance of, 117-145

research, 140-142

I

Imagination, 16, 65-91

Incorporating yourself, 149-152

Innovation, 74-77

Integrity, 86-91

ISO 9000, 44-45

J

Job

burnout, 204-205

losing, 46-48

performance and attitude, 21-23

Journaling, 27

Joy of Stress, 131

L

Laughing clubs, 139-140

Learning, lifelong, 18, 173

Life, balanced, 178-208

Listening, 66-67, 70-74

M

Making changes, 50

Molting time, 29

Meditation, 137-138

Mobility, and globalization, 43-44

N

Neglecters, 13

New habits, acquiring, 120-127

Nobel Peace Prize winners, 112-115

O

Obstacles, 100-101

Oklahoma City bombing, 24, 125-126

Optimism, 189-190

Overreactors, 13

P

Paying forward, 106-108

People, gracious, 104-105

"Perfect failures," 83-84

Perseverance, habit of, 125-126

Personal responsibility, 57-60

Personal vision, 78-79

Personality color code, 154-164

Pitfalls in achieving goals, 94-97

Planning to achieve a goal, 99-100

Pluralism, and globalization, 44

[< previous page](#)

page_222

[next page >](#)

If you like this book, buy it!

Political vision, 79-80

Post-traumatic stress disorder (PTSD), 61

Power of Optimism, 95

Power of Positive Thinking, 122

R

Ready-fire-aim goals, 97

Reality, 16

- determined by attitude, 32

- relishing, 33-64

Red personalities, 156-157

Relaxation Response, 137

Research, humor, 140-142

Responsibility, 56-60

- relishing, 33-64

Results, focusing on, 24-26, 37-38

Rewarding yourself, 100

Right attitude, 16-17, 26-32

Risk, 50-56

- relishing, 33-64

Rules for being human, 207-208

Rushing to judgment, 13

Ruts, getting out of, 61-64

S

"Sandwich" generation, 42

Self-esteem, 189

Self-managed teams, 169

Self-talk, 29-30, 94-95

Self-trust, 154

Simplifying your life, 181

Simultaneity, and globalization, 44

SMART goal-setting, 98-99

Social health, 135-136

Social vision, 85-86

Spiritual health, 137-139

Stress, 129-133

- work, 202-207

Success, and right attitudes, 194-202

Survival Guide to the Stress of Organizational Change, 132

T

Tapping Potential, 143

Teamwork, trusting, 164-172

There's a Lot More to Health Than Not Being Sick, 135

Thinking, 146-177

Time, 16

- making, 29

- saving, 146-177

Toxic work syndrome (TWS), 206-207

Trusting, 146-177

V

Virtual reality, 67

Vision, 78-86

Visual statement, 19

Visualizing, 28-29, 66, 68-70

W

Walking meditation, 138

When All You've Ever Wanted Isn't Enough, 61

White personalities, 159-160

Work, humor at, 143-145

Work teams, 167-169

Workaholism; 205

Workplace, positive, 202-203

World Trade Center bombing, 165-166

Worriers, 12

Wrong attitude, 12-16

Y

Yellow personalities, 160-162

[< previous page](#)

page_223

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