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- Communicating your personal power… 22
Since when do you have to agree with people just to defend them from injustice?

LILLIAN HELLMAN (1905-1984)
Writer

“Life is a gamble,” a Mother Cabbage told her offspring, Brussels Sprout. “You have to weather storms and drought. You have to fend off animals, bugs, mold, and rot. But if you hang in there, you’ll grow.”

“I’ll try,” said the little Sprout. “But how long does this take. When should I stop growing?”

“As with any other gamble,” said Mother Cabbage. “Quit when you’re a head.”

It is an endless and frivolous pursuit to act by any other rule than the care of satisfying our own minds in what we do.

RICHARD STEELE (1672-1729)
Writer

The best leaders . . . almost without exception and at every level, are master users of stories and symbols.

TOM PETERS
Business writer

The happiest people don’t necessarily have the best of everything. They just make the best of everything.

Almost nothing is more helpful in dealing with people than a sense of humor. Now, a sense of humor doesn’t necessarily mean a knack for telling jokes. Rather, it means the ability to take some setbacks and still see that the world has not come to an end.

If you can keep from taking a situation or
yourself too seriously, you’ll get much better results. If you don’t take yourself too seriously, there are always things in any situation that are still amusing, that you can still smile about. And a smiling, cheerful leader invariably wins more cooperation than a grim or gloomy one.

If all you do in a crisis is add to the heat and confusion, people will soon lose respect for your abilities under pressure. But if you can maintain your sense of proportion and humor when the world seems to be falling apart, people who rely on you will show their appreciation in better work and greater loyalty.

Yes, some problems are serious—but there’s nothing to be gained by exaggerating their importance. Get in the habit of taking other people choose to cooperate willingly.

**Accessibility.** The powerful person is a master networker. Good networking increases your visibility and gives you a valuable circle of people from whom you can give and receive support and information. Imagine yourself as the hub of a wheel surrounded by spokes of contacts.

**Image.** You communicate power through your image. Do you project an image consistent with strong leadership? Stand tall and walk proudly, remembering that you have value as a person. When you meet others, make direct eye contact and keep your handshake firm and friendly. Clearly state who you are and what you do.

**Communication habits.** Take deep breaths to project a firm voice. Avoid slang, jargon, and vocal hesitations that can hinder effective communication. Use only the body movements and gestures necessary to make your point, no more. Learn how to write clearly and succinctly.

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**PATRICIA HADDOCK**

*Leadership Skills for Women*

Crisp Publishing
Communicating a sense of personal power comes from a belief that you can reach your goals in your own way. Powerful people empower others and encourage others to express themselves openly. You communicate a sense of personal power by developing these traits:

**Authority.** Authority is inner confidence—a trust in your skills and abilities. It comes from the inside, from an attitude of “I can do that. I deserve success.” This attitude radiates outward as you assert your rights, honestly ask for what you want and need, and develop a willingness to give to others and yourself.

**Assertiveness.** Assertive behavior is active, direct, and honest. It communicates an impression of self-respect and respect for others. By being assertive, we view our wants, needs, and rights as equal with those of others. An assertive person wins by influencing, listening, and negotiating so that you and your problems less seriously. Learn to smile at yourself and the world as well. You’ll get better results—and actually have more good things to smile about—when you do.

One nice thing about telling a clean joke is there’s a good chance that no one has heard it before.

When you come to a fork in the road, take it.

Yogi Berra
Hall of Fame Baseball player in his address to the graduates of Montclair State University upon receiving an Honorary Doctorate of Humanities

Can you imagine a major league baseball player leading the league in making the most errors . . . in being struck out the most times . . . in hitting into the most double plays—and still being voted Most Valuable Player for that year?

It happened. In 1942 Joe Gordon did all
those things yet still won the MVP award that season in the American League.

What’s the business lesson in this? Joe Gordon’s case shows that even though you (or others) have faults, you can overcome them and be recognized for your good points.

If you really want to do something, you’ll find a way; if you don’t, you’ll find an excuse.

**The Seven Deadly Sins**

Truth, if it becomes a weapon against persons.
Beauty, if it becomes vanity.
Love, if it becomes possessive.
Loyalty, if it becomes blind, careless trust.
Tolerance, if it becomes indifference.
Self-confidence, if it becomes arrogance.
Faith, if it becomes self-righteous.

ASHLEY COOPER
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... shots rather than worrying about bad ones or what others will think if you miss. Visualize the ball going to your target. If your mind wanders, take a moment to refocus and start over again.

- “Keep your mind on the hole you’re playing. Don’t worry about the shot you just missed, or how you’re going to play the 18th. Taking care of the present lets the future take care of itself.”

Even a stopped clock is right twice every day. After some years it can boast of a long series of successes.

MARIE VON EBNER-ESCHENBACH (1830-1916)

**Hold Fast**

Hold fast the time! Guard it, watch over it, every hour, every minute! Unregarded it slips away like a lizard, smooth, slippery, faithless. Hold every moment sacred. Give each clarity and meaning, each the weight of thine awareness, each its true and due fulfillment.

THOMAS MANN (1875-1955)
Writer
that golfers and nongolfers alike can apply off the course as well—in business and personal situations:

“You can only play one hole at a time. That’s the first step toward how to think like a pro. An important key to a successful game is staying in the present. Here are a few ways

Heredity is nothing but stored environment.

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Here are some of Franklin’s bargaining tips:

1. Be clear, in your own mind, about exactly what you’re after.

2. Do your homework, so that you are fully prepared to discuss every aspect and respond to every question and comment.

3. Be persistent. Don’t expect to “win” the first time. Your first job is just to start the other person thinking.
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ALAN MCGINNIS Bringing Out The Best In People Augsburg Fortress Publications

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“What does it mean to be noble? Your title gives you claim to the throne of our country. But men don’t follow titles. They follow courage! Just lead them to freedom, and they will follow you.”

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• Spread authority around. If the largest part of the pyramid is to be at the top, the top people should have authority.

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Coming together and falling apart.
The point is, we are not rocks.
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The thinking behind that 1990 effort can be tracked back to HP’s beginnings, about which Packard said: “We weren’t interested in the idea of making money. Our idea was, if you couldn’t find a job, you’d make one for yourself.”

On the wall of my room when I was in rehab was a picture of the space shuttle blasting off, autographed by every astronaut now at NASA. On the top of the picture it says, “We found nothing is impossible.” That should be our motto.

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Actor

You’re never as old as you’re going to get.

Some doctors say that cheerful people resist disease better than grumpy ones. The surly bird catches the germ.

GREAT MINDS discuss ideas, average minds discuss events, small minds discuss people.

ADMIRAL HYMAN RICKOVER (1900-1986)
U.S. Navy

The two hardest things to handle in life are failure and success.
Don’t be afraid to take a big step if one is indicated. You can’t cross a chasm in two small jumps.

DAVID LLOYD GEORGE (1863-1945)
British Prime Minister

WHERE DO YOU GO when you have a question that needs an answer these days? The Internet, of course.

Here are some questions found on the Internet and published in the Write File Quarterly, Woodville, Ontario, Canada:

Why do you need a driver’s license to buy liquor when you can’t drive and drink?

Why isn’t phonetic spelling spelled the way it sounds?

Why are there interstate highways in Hawaii?

If you’re in a vehicle going the speed of light, what happens when you turn on the headlights?

Why is it when you transport something by car it’s called a shipment, but when you

FINDING A BRIGHT SPOT in the ominous task known variously these days as “rightsizing” or “workplace reengineering” isn’t easy. But one consultant brought in to help remaining managers through the process of reducing the workforce while maintaining productivity added a contemporary twist to the old classic.

“What does the optimist say about the glass and the water?” he asked.

“It’s half full,” was the reply.

“And what does the pessimist say?” he queried.

“It’s half empty.”

“And what does the process reengineer have to say about it?”

Silence—until the consultant revealed the new additional answer: “Looks like you’ve got twice as much glass as you need there.”

There is a rule in sailing where the more maneuverable ship should give way to the less maneuverable craft. I think this is sometimes a good rule to follow in human relations as well.

DR. JOYCE BROTHERS
Psychologist
The pessimist may be right in the long run, but the optimist has a better time during the trip.

“As a good example of how top management can set an agenda,” says American television correspondent Charles Osgood, “business school professors sometimes point to John F. Kennedy’s call in the early 1960s that America should put a man on the moon by the end of the decade.

And it was done. Neil Armstrong took his “giant leap for mankind” before the decade was over.

No matter what your industry, give your employees the leadership they need to get started—a goal and a timetable—and you have a good chance of obtaining your objective. Like reaching the moon, tell them what they’re aiming for and when it’s supposed to be done. Then let them get to it.

To break a bad habit, drop it.

He was a bold man who first ate an oyster.

JONATHAN SWIFT (1667-1745)
Writer

Work is of two kinds: First, altering the position of matter at or near the earth’s surface relative to other matter. Second, telling other people to do so.

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“There were lots of problems that would have to be solved—technical, political, and money problems—but Kennedy didn’t try to solve them all in advance. All he did was set a definite timetable. He left it to others to work out how it was going to be done.”

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Who wants to be one anyway.

Mountains appear more lofty the nearer they are approached, but great leaders resemble them not in this particular.

LADY MARGUERITE BLESSINGTON (1789-1849)  Writer

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If you’re not enjoying your work, you should either change your attitude or change your job. And since a job change is probably the less desirable alternative, in changing

Impermeable, unchanging.
Our history already played out.

John Rosenthal
Insisting On Love

Love at first sight is easy to understand. It’s when two people have been looking at each other for years that it becomes a miracle.

Although its setting is Scotland in the 13th century, the movie Braveheart has earned kudos and box office success—including an Academy Award—the world around.

Why? Mel Gibson, the Australian-raised American who produced, directed, and starred in the movie as the Scottish leader William Wallace, told The London Observer that such stories of ancient heroism are an effort “to raise ourselves above the normal level of things. There is a sense of something higher in all of us. I don’t care who you are.”

What meaning does this hold for the executive/employee relationship? The movie script provides some of the answer.
After routing the opposing force of 50,000 in the first battle of Stirling, the newly-knighted Wallace, Gibson’s character, delivers this lecture on the responsibilities of rank to Robert the Bruce, whose policies as Scottish king were to set the country on its way to a new prosperity:

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Doc and I recommend to help you focus on your game and keep you from getting ahead of yourself:

• “Resist the urge to add it up. If you anticipate your score, you’ll be distracted from the task at hand. Avoid thinking about breaking a personal record or blowing a lead.

• “Focus. Concentrate on hitting great
those things yet still won the MVP award that season in the American League.

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YOGI BERRA
Hall of Fame Baseball player in his address to the graduates of Montclair State University upon receiving an Honorary Doctorate of Humanities

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yourself too seriously, you’ll get much better results. If you don’t take yourself too seriously, there are always things in any situation that are still amusing, that you can still smile about. And a smiling, cheerful leader invariably wins more cooperation than a grim or gloomy one.

If all you do in a crisis is add to the heat and confusion, people will soon lose respect for your abilities under pressure. But if you can maintain your sense of proportion and humor when the world seems to be falling apart, people who rely on you will show their appreciation in better work and greater loyalty.

Yes, some problems are serious—but there’s nothing to be gained by exaggerating their importance. Get in the habit of taking other people choose to cooperate willingly.

**Accessibility.** The powerful person is a master networker. Good networking increases your visibility and gives you a valuable circle of people from whom you can give and receive support and information. Imagine yourself as the hub of a wheel surrounded by spokes of contacts.

**Image.** You communicate power through your image. Do you project an image consistent with strong leadership? Stand tall and walk proudly, remembering that you have value as a person. When you meet others, make direct eye contact and keep your handshake firm and friendly. Clearly state who you are and what you do.

**Communication habits.** Take deep breaths to project a firm voice. Avoid slang, jargon, and vocal hesitations that can hinder effective communication. Use only the body movements and gestures necessary to make your point, no more. Learn how to write clearly and succinctly.

PATRICIA HADDOCK
*Leadership Skills for Women*
Crisp Publishing
Since when do you have to agree with people just to defend them from injustice?
Lillian Hellman (1905-1984)
Writer

“Life is a gamble,” a Mother Cabbage told her offspring, Brussels Sprout. “You have to weather storms and drought. You have to fend off animals, bugs, mold, and rot. But if you hang in there, you’ll grow.”

“I’ll try,” said the little Sprout. “But how long does this take. When should I stop growing?”

“As with any other gamble,” said Mother Cabbage. “Quit when you’re a head.”

It is an endless and frivolous pursuit to act by any other rule than the care of satisfying our own minds in what we do.
Richard Steele (1672-1729)
Writer

The best leaders . . . almost without exception and at every level, are master users of stories and symbols.
Tom Peters
Business writer

The happiest people don’t necessarily have the best of everything. They just make the best of everything.

Almost nothing is more helpful in dealing with people than a sense of humor. Now, a sense of humor doesn’t necessarily mean a knack for telling jokes. Rather, it means the ability to take some setbacks and still see that the world has not come to an end.

If you can keep from taking a situation or