

WE PROVIDE SIMPLE SOLUTIONS FOR YOUR SUCCESS. DISCOVER THE POTENTIAL WITHIN YOU!

The Four Phases of Growth

Even if you have great natural ability, it takes time to become a leader, says John Maxwell. Maxwell, who founded four companies and has spent 30 years in various leadership roles, says you need time to go through four phases of growth:

1. **"You don't know what you don't know."** To start on the leadership path, you must realize that leadership is influence. And everybody – including you – tries to influence others every day. If you accept that fact, you've reached an important point on the way to becoming a leader: You realize you need to know more about how influence works.
2. **"I know what I don't know."** You'll usually find yourself in this phase after you've been thrust into a leader's role. Now you know for sure that you need to learn more about influence. So start to gather resources, attend seminars, take courses and talk to leaders in your field.



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Help Perfectionists Be Better Managers

Perfectionists set high standards and push themselves hard. That's fine for self-motivation and career moves, but it can cause problems if they supervise others.

When your perfect protégés move to management positions and refuse to cut anyone any slack, you need to:

- ◆ **Help** them see and acknowledge that all people make mistakes, and that occasional mishaps don't preclude success.
- ◆ **Coach** them to recognize the difference between who they are and what they do for a living. Example: Just because they see themselves as demanding perfectionists doesn't mean they should magnify a minor defect in an employee's otherwise excellent report.
- ◆ **Encourage** them to publicly recognize what goes well and not dwell on every error. Remind them that steady praise will improve the morale of those they supervise.

Source: *Entrepreneur*, Entrepreneur Media Inc., 2392 Morse Ave., Irvine, CA 92714.

Motivational Quote

"The average person puts only 25 percent of his energy and ability into his work. The world takes off its hat to those who put in more than 50 percent of their capacity, and stands on its head for those few and far between souls who devote 100 percent."

— Andrew Carnegie



ONE MINUTE IDEAS

10-Minute Organizing Tasks

When you have 10 minutes to spare, tackle one of these tasks:

- Read a brief article or report
- Organize your work area
- Clean out a desk drawer
- Complete your must-do list for the next day
- Relax by breathing deeply

Most corporate executives spend less than 3% thinking about the future of their business. This equates to 15 minutes a day in a 50-hour workweek.

— *Competing from the Future* by Gary Hamel

*John O'Sullivan is the founder of [Aberfoyle Associates](#), a company that brings simple, common sense, practical solutions to organizations, large and small. His company provides Coaching and Consulting Services to companies nationwide and is dedicated to helping his clients get better results. In the final analysis, it is **RESULTS** that count; achieve yours now!*

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3. **"I grow, and I know it starts to show."** At this point, others begin to notice – and comment on – something about you that says you're on your way to becoming a leader. But realize it won't happen as quickly as you'd like. It will occur according to the "Law of Process." In five years, your influence will increase. In 10, you'll be an effective leader. And in 20 years – if you've continued your growth – others will be asking you to show them how to lead.
4. **"I simply go because of what I know."** This is when all your hard work and willingness to learn – and teach others – pays off. Your leadership becomes almost automatic. But you can't get there without paying the price of lifelong learning and being patient enough to let the "Law of Process" work.

Suggestion: Think of becoming a leader as like investing in the stock market: If you hope to amass a fortune in one day, you won't succeed. But if you start learning today, you'll be ready to lead when the time comes.

Adapted from *The Manager's Edge*. Original Source: *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, by John C. Maxwell, Thomas Nelson Publishers Inc., Nelson Place, Nashville, TN 37214.

Humor is Healthy

The teacher of the earth science class was lecturing on map reading.

After explaining about latitude, longitude, degrees and minutes the teacher asked, "Suppose I asked you to meet me for lunch at 23 degrees, 4 minutes north latitude and 45 degrees, 15 minutes east longitude...?"

After a confused silence, a voice volunteered, "I guess you'd be eating alone."



Say 'No' with Tact

Protect your time, without appearing to be unhelpful, by saying "no" without using the word.

Here's how:

Explain what you'd have to eliminate to meet the request. *Example:* "I'd like to help plan the conference, but I'd have to cancel my new-client meetings in Detroit."

"We must walk consciously only part way toward our goal, and then leap in the dark to our success."

— Henry David Thoreau