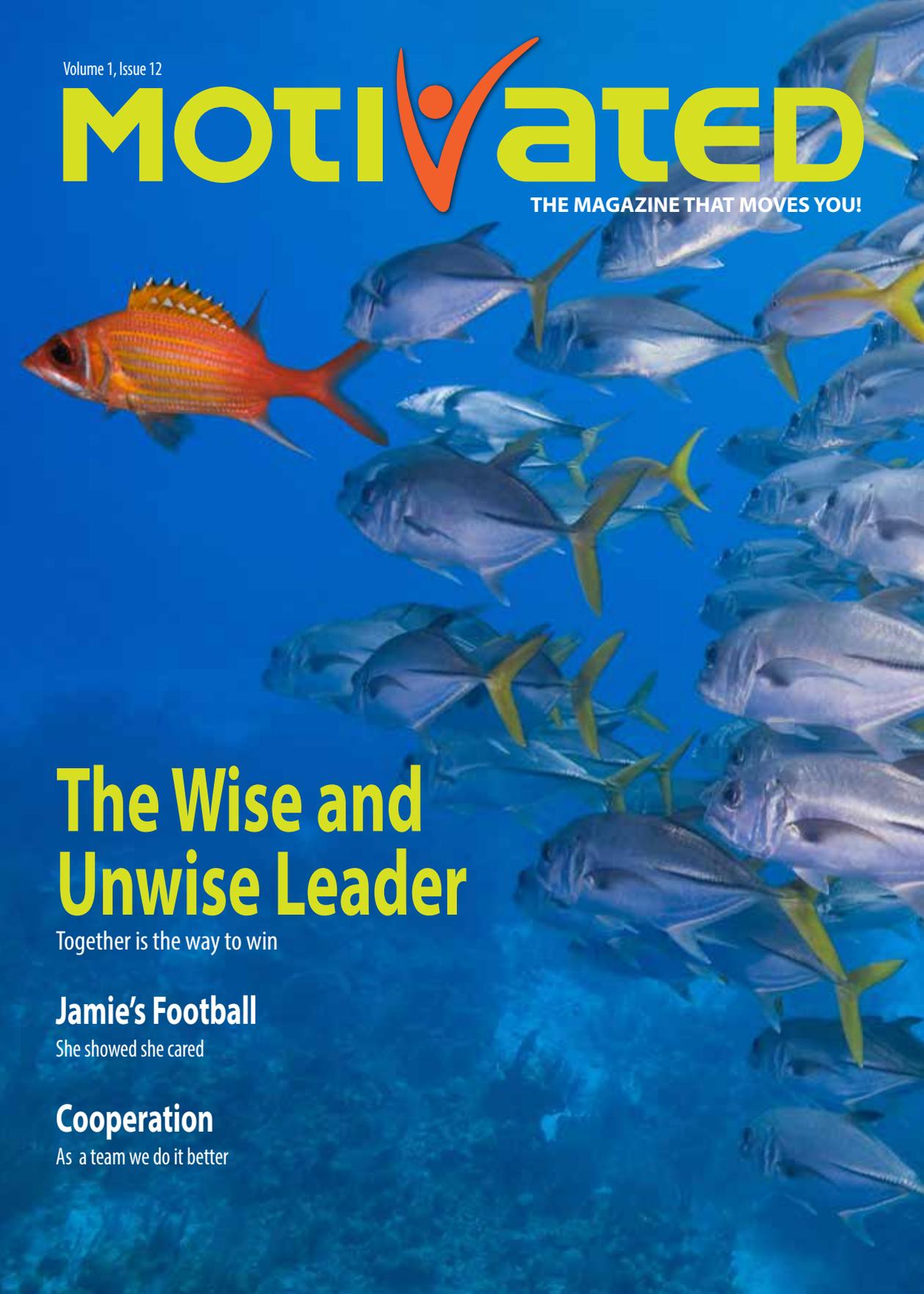


Volume 1, Issue 12

MOTIVATED

THE MAGAZINE THAT MOVES YOU!



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Together is the way to win

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She showed she cared

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Success and happiness, surveys tell us, are what people want most out of life. But what if people had to choose between the two, happiness and success?—Happiness would win, hands down! After all, what good is success if it doesn't make you happy?

It's also a proven fact that the things we consider most important, we pursue the most earnestly. Why, then, do so few people say they feel truly happy and fulfilled? Why don't they find what they're after? What's missing? Where do they go wrong?

The answer can usually be summed up in one word: people. When we stop and think about it, other people play an important part in any real happiness we experience. And if we will think about it some more, we will realize that our level of happiness is in part a reflection of how successful we are in our relationships with others and how well we work with others.

So how do we succeed with people?—Someone has wisely said that success in marriage depends not so much on finding the right person as being the right person, and that's true of all interpersonal relationships. Learning to get along and work well with others is one of the keys to happiness.

This issue of *Motivated* contains practical tips on how to improve our relations with others, how to better teamwork with others, both at home and in the workplace, but it all starts with and comes back to one simple principle known as the Golden Rule: Do to others as you would have them do to you.

Then the rewards will far surpass any material success we could ever dream of. —
And we can start today!

Christina Lane
For *Motivated*



Jamie's Football

—from *Heart at Work* by Rick Phillips, adapted

She **showed** she **cared**

I do a lot of management training each year for a chain of convenience stores. Among the topics we address in our seminars is the retention of quality employees—a real challenge to managers when you consider the pay scale in the service industry. During these discussions, I ask the participants, “What has caused you to stay long enough to become a manager?” Some time back, a new manager took this question, and slowly, with her voice almost breaking, said, “It was a football.”

Cynthia told the group that she originally took a clerk job as an interim position while she looked for something better. On the second or third day behind the counter, she received a phone call from her nine-year-old son, Jamie. He needed a football. She explained to him that money was very tight and her first check would have to go for paying bills. Perhaps she could buy his football with her second or third check.

When Cynthia arrived for work

the next morning, Patricia, the store manager, asked her to come to the small room in the back of the store that served as an office. Cynthia wondered if she had done something wrong or left some part of her job incomplete from the day before. She was concerned and confused.

Patricia handed her a box. “I overheard you talking to your son yesterday,” she said, “and I know that it is hard to explain things to kids. This is a football for Jamie because he needs to understand how important he is, even though you may have to pay the bills before you can buy a football. You know we can’t pay good people like you as much as we’d like to, but we do care—and I want you to know you are important to us.”

The thoughtfulness, empathy, and love of this convenience store manager demonstrate vividly that people remember how much an employer cares more than how much an employer pays. That’s an important lesson, for the price of a football. ✓



The WISE UNWISE Leader

— by David Fontaine

Together is the way to win

A good executive is not a boss—he is like a servant! A good executive simply is not arrogant. He listens to his employees. When the top people don't communicate with those under them, then of course they don't understand them or their problems. When that happens they're headed for trouble!

Executives at any level should listen to those under them. They are responsible to make the final decisions, but being an executive does not mean that he has all the ideas and does all the thinking and all the consulting just within himself. A good executive will listen to others.

A good assistant often knows more about his boss' business than he does—and he should! He shouldn't have to be involved with every little thing, but someone needs to be.

A good boss understands that his assistant is more familiar with the extent of the work and the urgency of it, and he will respect that and usually take his assistant's suggestions.

When it comes to plans and goals and motivation and other overall aspects

of the work, the executive is supposed to be good, or he shouldn't be the boss. But when it comes to practical matters, an executive ought to listen to his helpers, because his helpers probably know more about it than he does. A good executive will listen to his workers' suggestions, discuss, agree with them on a course of action, and then leave them alone to carry out the work, just checking now and then to see that they are producing and don't make any serious mistakes. That's really the job of the executive—to keep things moving. He should let his people recommend the work, initiate the work, and by all means carry out the work.

Only a beginner, only a brand-new, immature junior executive tries to run everything and tell everybody what to do. He's never been in that position before and doesn't know what to do or how to do it, but he pretends to as he sits at his desk giving out orders. It's a very foolish executive or boss who works that way.

A wise executive, when he wants to get a certain thing done, calls in his

counselors and listens to them, and then decides whose advice is best.

And whom does the executive appoint to carry out that job?—One of the others that had a different plan? Of course not! He gives the job to the one whose idea it was.

Any smart executive is going to pump people power! He is not going to try to be the pump, or the pump handle, or the water, or the bucket. He's merely going to be the guiding hand that takes hold of the handle and pumps. All he does is keep the pump in motion.

A good executive will try to keep everybody happy, because everybody has a right to be happy and to do the work he likes to do and wants to do if he's qualified.

If there's going to be an effective team, every member must work together with all the other members—not just one, not just a few, not even the majority, but all! They must learn to work together, listen to each other, counsel together, agree together, decide together, and then work it out together.

As in the human body, you can't say that you have no need of even one little member. You need every fingernail, every cell, as well as every organ, and every limb. Every member of the team is needed and everybody is important, from the lowliest to the mightiest, from the most insignificant to the seemingly most important. Everyone has his job, everyone is needed, and all must work together in unity, harmony, and cooperation.

Talk together, discuss together, counsel together, agree together, decide together, care together, grow together, and enjoy the results of your work together. Then and only then will you be a wise leader and a good executive. ✓

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*He that is
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The **Art** of the **Compliment**



Excerpts from *Bringing out the Best in People*
By Alan Loy, McGinnis

There are right ways and wrong ways of expressing appreciation and reinforcing positive behavior. Here are some suggestions for praising the people that work under us.

Hand out commendations in public

One-to-one commendation is not nearly as effective as public praise. I shall never forget a Monday afternoon during my sophomore year in high school. I knew I had played better than usual in the previous Friday's football game, and when we assembled for practice I wondered if the coach had noticed my good blocks. Not only had he noticed! He proceeded to tell the whole squad.

It was not brilliant praise, for I was not a brilliant player, yet I remember 35 years later my deep pride as he chewed out certain members of the team for poor performances and said, "Now McGinnis is another story. He's not the most coordinated player we've got, but he was really putting out on Friday." I recall the words verbatim because I

desperately needed to be accepted in that group, and when the coach praised me before the team, I finally felt that I was somebody in their eyes.

Parental praise at dinner will go further than individual commendations, for we have made our child feel good before an audience. Similarly when we have meetings with our employees, we can use that as an opportunity to dispense our thanks. We all feign modesty and are reluctant to boast about ourselves, but I've never known people who did not like having others boast about them. To be present when our boss is telling about our success to someone on the telephone, for instance, or to be at a party when our wife is describing the intelligent way we handled a problem with the children yesterday—those are sweet pleasures.

Use every success as an excuse for celebration

My wife is an expert at praise, and when anything out of the ordinary has happened, she makes a very big thing of it. She greets me at the door with a hug, and perhaps with tears in her eyes, she stands with me and talks about how happy she is. Then she fixes us all a special dinner. The best families frequently celebrate each other's achievements. Life is sometimes dreary for the people around us, and we can make their existence more pleasurable as well as increase their production if we seize every opportunity for celebration.

Employ some gesture to give weight to commendation

One of the best investments an employer can make is to buy gifts for the staff. When gift-giving becomes ritualized, as at a yearly holiday, it never means as much as when some project is completed and the whole group is taken out to lunch to receive hand out tokens of appreciation, or secretly-made plaques for their office walls.

Put your compliment in writing

There is almost magical power in a note, especially the handwritten one. When we are important to a person and we take the time to send a letter of commendation, that gesture can have rich rewards. Sometimes we can double the effect of the gesture by writing, not to the person, but to someone else. I have a friend who travels a great deal, and when an airline employee does him a favor he not only thanks the person face to face, but also asks for the name of the employee's supervisor, and drops a note to that supervisor when he returns home. We can be sure that carries more weight than any expression of thanks to the employee.

Be very specific in praising

Vague slaps on the back, like telling people that they're "doing a good job" do not have nearly the impact of a detailed commendation. "I liked the way you used the colors for the tree in your picture" registers with a five-year-old more than saying, "That's a pretty picture." It shows that we have looked at it with care. Moreover, we are reinforcing specific behavior. ✓

A photograph of three business professionals in a meeting. Two men on the left are looking at a laptop held by one of them. A woman on the right is partially visible, looking towards the laptop. They are in a modern office with large windows in the background.

As a team we do it better

Cooperation

(Excerpts by Rick Warren, adapted)

SOMEONE once said, “You spell success: **T-E-A-M-W-O-R-K.**”

Cooperation is a key principle to good organization.

I read recently that geese can fly farther when they’re in formation than when they fly by themselves. You might be interested to know what science has discovered about why they fly that way. It has been learned that as each bird flaps its wings, it creates uplift for the bird immediately following. By flying in a “V” formation, the whole flock adds at least 71% to their flying range than if each bird flew on its own.

People who are part of a team and share a common direction get where they are going quicker and easier, because they are traveling on the thrust of one another and lift each other up along the way.

Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to go through it alone and quickly gets back into

formation to take advantage of the power of the flock.

If we have as much sense as a goose, we will stay in formation and share information with those who are headed the same way that we are going.

When the lead goose gets tired, he rotates back in the wing and another goose takes over.

It pays to share leadership and take turns doing hard jobs.

The geese honk from behind to encourage those up front to keep their speed.

Words of support and inspiration help energize those in front of us, helping them to keep pace in spite of the day-to-day pressures and fatigue. It is important that our honking be encouraging. Otherwise it’s just... well, honking!

Finally, when a goose gets sick or is wounded by a gunshot and falls out, two geese fall out of the formation and follow the injured one down to help



and protect him. They stay with him until he is either able to fly or until he is dead, and then they launch out with another formation to catch up with their group.

When one of us is down, it's up to the others to stand by us in our time of trouble. If we have the sense of a goose, we will stand by each other when things get rough. We will stay in formation with those headed where we want to go.

The next time you see a formation of geese, remember that it is a reward, a challenge, and a privilege to be a contributing member of a team.

When we cooperate together, when there is teamwork, there is great growth. Cooperation is a greater motivator than competition, and it lasts because you feel like you're together on a winning team.

Good organizations provide a supportive climate of trust and teamwork. Snow is a beautiful

demonstration of what God can do with a bunch of flakes. Snowflakes are pretty frail, but if enough of them stick together, they can stop traffic.

So let's get the message and help each other! Let's work together as a team! There is tremendous power in cooperation. ✓



Success with People

At a dinner recently I sat next to a charming woman whose six children had all attended top schools and universities. They were all achievers, with not a problem among them. “How in the world did you inspire them?” I asked.

“Everyone asks me that,” she laughed, “and the embarrassing thing is that I don’t think I did much. For instance, I never told them to do their homework or scolded them when they brought home poor grades. They seemed to motivate each other. For instance, I remember the day one of our daughters brought home a report card that was less than it should have been. I didn’t say anything, and put it back on the kitchen counter. But when her older brother came home, he looked at it, snorted, then went to her room and gave her a big pep talk. I’m not sure exactly what he said, but among other things he convinced her that there were family standards which she was supposed to maintain, and that if she didn’t do well it would be a reflection on everyone. It must have been some speech, because she dramatically raised her grades on the next report card. She looked up to her brother and loved him so much, she would have done anything to stay in his good graces.”

That mother had wisely done exactly what the good executive does: She had inspired a group-wide appreciation for

excellence. Then she let the group maintain it.

The best teams always take a great deal of responsibility for their own standards. Poor leaders make the mistake of remaining the sole custodian of quality control, whereas good executives encourage people to hold each other accountable for excellence.

Here is an example from manufacturing. A friend bought a factory a few years ago. “Among the employees,” he said, “I found a number of old-timers who were a group and often stayed to themselves, but they consistently turned out the best work in the shop. When they got together to drink coffee, they would show each other their work, scoff at anything that was poorly done, and admire what was good.

“I wasn’t about to tamper with that clique and move the men around, because not only did each one of them take pride in their work, but there was also a strange group pride at work there—it was important that they not allow anyone among them to fail. The consequence was that they all did better work because of the inner competition and loyalty.”

That factory owner had learned the important lesson of allowing group morale to do much of his work for him. ✓

Can't be done...

Are you a “can't be done” personality, or an “all things are possible” believer?

By Zig Ziglar

I received the following true story from a friend, who gave me permission to use it:

I was an experienced plant manager, but at a new company. My laboratory manager was a notorious “can't be done” type. Every time a project came up or a suggestion was made, it was always, “Nope, can't be done.” So finally I got tired of it. During one particularly contentious meeting, I'd had enough. I said, “Wait a minute, Raj. Tell me your education again.” So Raj proudly spoke of his B.S. and M.S. in chemistry. I asked him, “How long have you been working here?” He told me 11 years.

I said, “Raj, you have brains, experience, and leadership abilities.” He was just beaming. I said, “But you know what, Raj? I can go out on the sidewalk and pull a perfect stranger in here and ask him to do what we're asking you to do, and he would say, ‘I can't do that.’ So why don't I just go hire someone off the street to do your job?”

From that time forward, Raj began looking for solutions instead of obstacles. Raj had gotten complacent

and no one had pushed him in a while, and he was happy not rocking the boat. He became my most trusted team member and confidant. We had many good times together, and he was always at the head of the line to volunteer. He, like all of us, needed a challenge, and his turnaround was so dramatic that it affected the rest of the company as well.

According to research, 17 percent of people currently on corporate payrolls are not engaged in what they're doing—meaning that while they are on the job, their minds are somewhere else. I wonder how many of these people could be brought aboard, as Raj was, with a challenge.

I suspect Raj was equally negative off the job. I can imagine him saying things like, “We don't seem to be able to get things done.” When an employee talks like that, he is not just unproductive; he's counterproductive. If I were a betting man, I would bet that the change in Raj took place not only at the company, but away from the company as well. ✓

Good lesson for all of us, isn't it?

Keys to **TEAM** WORKING

NOTABLE
QUOTES



If you don't think cooperation is necessary, watch what happens to a wagon if one wheel comes off.

When you've got a winning team of good staff members who know how to work together and who get along well together with as little personality friction as possible, try to keep them together. —Nothing succeeds like success.

Where no counsel is, the people fall: but in the multitude of counselors there is safety.

Two men can do three times as much as one man.

Don't neglect to communicate. Nobody can move without coordination.

