

by learning faithfulness and having concern for sometimes very small things, and their greatness is often found in the courtesy with which they treat the less fortunate.

> Innovators and creators are persons who can to a higher degree than average accept the condition of aloneness. They are more willing to follow their own vision even when it takes them far from the mainland of the human community. Unexplored spaces do not frighten them-or as much as they frighten those around them. This is one of the secrets of their power. That which we call "genius" has a great deal to do with courage, daring, and nerve.

Being a good leader or role model and motivating others doesn't call for a special personality, and it doesn't require any certain chemistry or training. Any one of us can do it. There is a simple formula which, if followed, can provide great happiness and self-esteem, and at the same time improve and advance any career. That formula is simply this: We must care about people and be willing to do the humble tasks.

> A good leader is not worried about his own career, but rather the lives and future of those he is responsible for.

Hands On

There was a small college that was having financial difficulties, even though their academic standards had been exceptionally high. One day a very wealthy man came on the campus, found a white-haired man in overalls painting the wall, and asked where he could find the president.

The painter pointed out a house on the campus and said he was sure the president could be seen there at noon.

At the designated time the visitor knocked at the president's door and was admitted by the same man he had talked to on the grounds, though now he was dressed differently.

The visitor accepted an invitation to have lunch with the painter-president, asking a number of questions about the needs of the college, and told him he would be sending a small contribution. Two days later a letter arrived containing a check for \$50,000.



The humility of a man who was fitted for his position as a college president, but who was not too proud to put on the clothes of a workman and do the job that needed doing so badly, had opened his wallet.

Humility makes a man feel smaller as he becomes greater.

The man, who is too big for a small job, is too small for a big job.





THE STATES



"INDEED!"

replied the commander, throwing open his overcoat and showing his uniform.

"I AM ONLY THE COMMANDER-IN-CHIEF! NEXT TIME YOU HAVE A LOG **TOO HEAVY FOR** YOUR MEN TO LIFT.

SEND FOR ME!"

Another struggle, and then just as the log was about to roll back for the third The commander rushed forward, pushed with all his strength, and the log rolled into place on top of the breastwork. The men, panting and perspiring, eagerly began to thank him, but he turned to the corporal. "WHY DON'T YOU HELP YOUR MEN WITH THIS HEAVY LIFTING?" "WHY DON'T I? DON'T YOU SEE I AM A CORPORAL?"

MOTIVATED YOUTH ISSUE 2

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I am the captain of our school's soccer team. We have a great team, and a great coach, and all the players really give their all to <mark>h</mark>elp push the Super Stars to the finals this year. I just have one problem, I play the goalie on the team, and my best friend plays the striker position. He's very good, perhaps the best player on the team, but my job as the team captain is supposed to help fulfill the coach's plans on the field.

My job as the goalie allows me to view the entire game without being directly involved, that way I can give orders or directions that will help us to win. My friend, who although being good, sometimes gets under a lot of stress, and then he just rushes the ball without passing or being a team player. I talked to my coach, and he told me that it's my job as the captain to solve the problem. I understand my responsibility, but how do I go about it? How do I correct my friend, number one, without losing his friendship, and number two, offer advice that will improve his soccer and the team's skills

without damaging his morale or his level of playing? How do I offer constructive criticism?



## Constructive Oriticism

Dear Goalie,

There are going to be times when the successful leader must point out errors and "correct" those working with him. This is truly an art, and one that most would-be leaders fall down on.

The real purpose of criticism is not to beat the other fellow down, but to build him up. Not to hurt his feelings, but to help him do a job better.

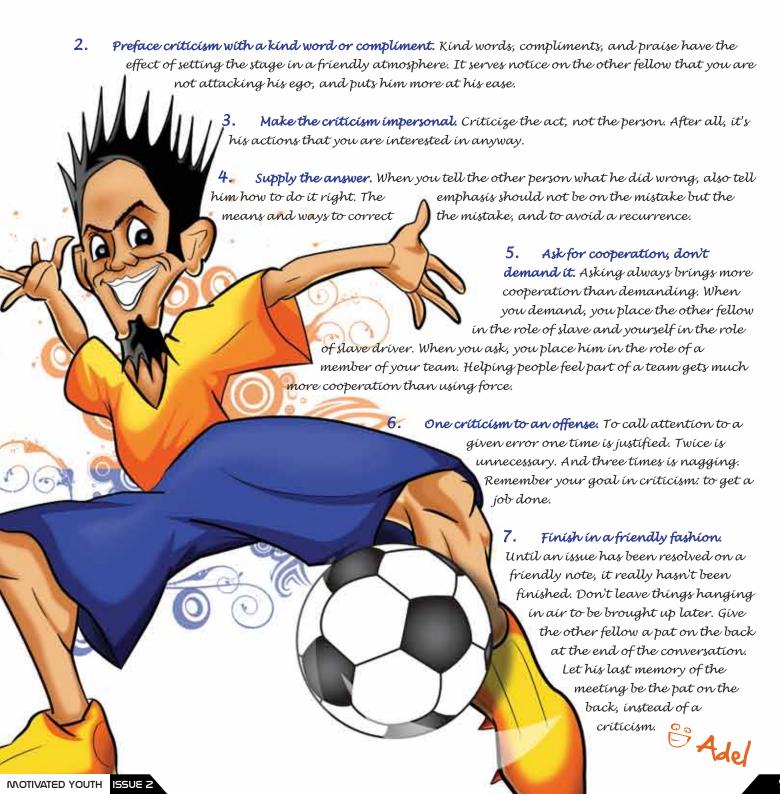
A pilot coming in for a landing is a good example of successful criticism. If he's off course, the tower doesn't hesitate. to tell him so. If he's coming in too low, he's told about it. If he is going to overshoot the field, he is corrected.

The next time you must get someone back on track, remember how the airlines "correct" their pilots. Keep in mind that their criticism is to achieve a good end result for both the airline and the pilot. The man in the tower doesn't deal in personalities. He doesn't use accusations. His criticism is not blared out over loudspeakers, but in strict privacy to the pilot's earphones. He criticizes the act, not the person.

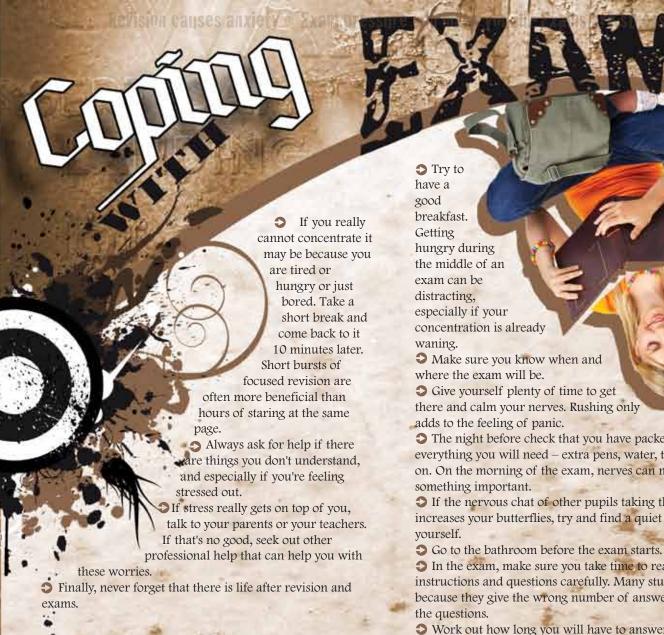
He doesn't say, "Well, if that isn't a dumb way to come in for a landing". He just says, "You're coming in too low". The pilot isn't asked to do something merely to please the boss. He has an incentive of his own to take the criticism and benefit by it. He is not offended; he actually appreciates it. And the really imp<mark>or</mark>tant thing is that both the pilot and his "boss" achieve some useful end result. The criticism accomplishes something.

All criticism could be given in the same spirit. If it were, equally good results would be achieved. In closing, here are seven tips for succ essful criticism:

1. Criticism must be made in private. If you want your criticism to take effect, you must not engage the other person's ego against y<mark>ou</mark>. The mildest form of criticism made in the presence of ot<mark>he</mark>rs is very likely to be resented by the other berson.







## Keeping your cool in exams

When the big day arrives it is too late to worry any longer over whether you have revised enough. But coping with your stress on the day itself may make all the difference to how you do. Here is some more advice from experts:

- The night before check that you have packed your bag with everything you will need – extra pens, water, tissues, and so on. On the morning of the exam, nerves can make you forget
- If the nervous chat of other pupils taking the exam increases your butterflies, try and find a quiet corner for
- In the exam, make sure you take time to read the instructions and questions carefully. Many students do badly because they give the wrong number of answers or misread
- Work out how long you will have to answer each question and try to stick to this.
- Neep an eye on the time and follow instructions about how long to spend on different sections.
- ◆ Make sure you allow yourself 10 to 15 minutes at the end to read through your work, check for obvious mistakes and ensure you have answered all the questions you need to.



SO GOU WANT TO BE IN CHAR **Good Leaders** are made—not born! They're the brief and final end product of years of training. It takes so long to grow into the full bloom, the full fruit of leadership, that your actual brief span of leadership is short by comparison to the years of preparation!

That's really the way it is with most things in life.

Look at a banana! It just appears for the moment—here today and gone tomorrow, and all the hard work of the farmer behind it is invisible! The months or years of clearing, planning, plowing, planting, growing, fertilizing, pruning, harvesting, transporting, marketing—all of this is unseen behind that little banana! All we have to do is sit down, stick it in our mouth, and enjoy it momentarily, without even thinking about the hard work behind it.

We often don't realize how much goes into the making of a good leader! The years of the school of hard knocks, years of experience, trial and error, success and failure, the innumerable lessons, the grades to take over again, the demotions as well as the promotions, the failures as well as the accomplishments, the blame, as well as the fame, the unseen labor, the unrealized thought, the hours, days, weeks, months, and years of planning, the sweat, the tears, the agony with the ecstasy—all that goes into the making of a leader!

After years in the making, preparing, and planning, you may only be a brief flare which lights up the landscape for but a moment. But that lifetime of preparation is worth it all—even if for only that "moment of truth" and recognition—that moment of usefulness that you were designed for—that day when you stood in the gap—that hour when you met the need—that time when you fulfilled your destiny.

DO YOU STILL WANT TO BE IN CHARGE ?????