

# May 2008

## THE Paraclete

A monthly leadership newsletter

**“There is more hunger for love and appreciation in this world than for bread.”**

—Mother Teresa

### Nourish Yourself to Find Joy

By John Maxwell

- Music: What songs lift me?
- Thoughts: What thoughts speak to me?
- Experiences: What experiences rejuvenate me?
- Friends: What people encourage me?
- Recreation: What recreation re-creates me?
- Soul: What spiritual exercises strengthen me?
- Hopes: What dreams inspire me?
- Home: What family members care for me?
- Giftedness: What gifts activate me?
- Memories: What memories make me smile?

### You're a Workaholic If...

- ...You work 15-17 hour days.
- ...You speak only of annual reports and server issues.
- ...You eat meals from vending machines, and at the office in general.
- ...You feel a bit jaded toward co-workers who call it quits at the end of regular business hours.
- ...You love overtime for the prospect of making more money.

### The 7 Secrets of Stress Management

By Rick Warren

1. *Identification*: Know who you are. Otherwise, you'll allow others to pressure you in to their molds.
2. *Dedication*: Know who you want. You can't please everyone.
3. *Organization*: Set clear goals. Preparation prevents pressure; procrastination produces it.
4. *Concentration*: Focus on one thing at a time. You can't chase 2 rabbits at the same time!
5. *Delegation*: Don't try to do everything yourself. We get tense when we feel it all depends on us.
6. *Meditation*: Make it a habit. A daily quiet time is a great stress decompression chamber.
7. *Relaxation*: Take time to enjoy life. Balance work with fun.

### In Which Quadrant Do You Spend Most Time?

Adapted from Stephen Covey

1. **Urgent, Important**
  - Crises intervention
  - Preparation for upcoming meeting today
2. **Not Urgent, Important**
  - Meditation; stress management
  - Mentoring leaders/influencers
  - Recruitment
  - Visioning
3. **Not Important, Urgent**
  - Responding to interruptions
  - Answering emails/mail as it comes in
  - Doing what you feel like doing in the moment
4. **Not Important, Not Urgent**
  - Desk-neatening rituals
  - Reading all junk mail
  - Shooting the breeze
  - Escapist activities

## SELF-AUDIT FOR GOAL SETTING

by Susan B. Wilson and Michael S. Dobson

### Answer Nearly Always, Sometimes, or Never

1. When I set a goal, I write it down.
2. I describe my goal in specific, measurable terms.
3. I often visualize my goals.
4. My goals are achievable.
5. I set realistic deadlines for completing my goals.
6. I break a large goal into manageable units.
7. I look for the potential problems that may keep me from reaching my goals.
8. I take action to remove or minimize those potential problems.
9. I review progress toward my goals on a regular basis.
10. I know the personal rewards of reaching my goals.

Count the number of times you responded "Nearly Always" and multiply that number by 3. Multiply the number of times you responded "Sometimes" by 2, and the number of times you responded "Rarely" by 1. Then add the resulting three numbers for a total score.

Nearly Always \_\_\_\_\_ (number of responses) x 3 = \_\_\_\_\_  
Sometimes \_\_\_\_\_ (number of responses) x 2 = \_\_\_\_\_  
Rarely \_\_\_\_\_ (number of responses) x 1 = \_\_\_\_\_

GRAND TOTAL = \_\_\_\_\_

#### Analyze Your Score

##### 24-30

Excellent job of setting effective goals. If you find that you do an excellent job of setting goals, but you feel you could be more successful in reaching them, then Chapter 2 may be especially meaningful for you.

##### 18-23

You are on your way to achieving effective goal setting. Take another look at the statements where your responses were less than "Nearly Always." These are the areas for additional concentration.

##### Below 18

There are several areas in which you can improve your goal setting. In setting the goal of reading and using this book, you are becoming a more effective goal setter.

## Valid Reasons To Quit

1. You quit something you don't do well to start something you do well.
2. You quit something you're not passionate about to do something that fills you with passion.
3. You quit something that doesn't make a difference to do something that does.

## Action Items from Advance 2008

### Leadership Speakers

From *Maximum Impact*

1. Ask yourself this question, If others could change 3 things about you, what would they be?
2. Seek to contact the one person you consider to be stronger than you are in the area of your greatest passion.
3. What one decision can you no longer afford to delay?
4. Organize a regular forum to allow your team to voice their input.
5. Add a recurring weekly reminder to "walk through the crowds."
6. Try writing how people will describe your life in one sentence.
7. List 3 opportunities to create "touchpoints" to let customers know you care.
8. Brainstorm avenues to invite innovative thinking from outside your org.

## How to Avoid Giving Negative Feedback *by David Lee*

### DO NOT:

**Sugarcoat negative feedback.** The result? The employee doesn't really understand what you're trying to say or the seriousness of the situation.

**Back down if the employee becomes upset.** Taking a time-out might be the best response when a person truly becomes unglued.

**Avoid the conversation until you've "had it up to here."**

When you wait until you are in a frustrated, take-no-prisoners state, the employee will likely feel attacked and will become defensive.

**Use an overly formal or forceful opening.** Most people appreciate a more low-key approach that communicates, "We're two adults here" instead of a "You are about to be scolded by the principal" tone that tends to trigger defensiveness.

**"Control the airwaves."** The manager will trigger resentment and resistance in the employee.

**State what you're unhappy about without offering a clear**

**picture of what you want.** This approach doesn't let the employee know what he needs to do to succeed, which leaves him feeling impotent.

**Present an action plan without first getting agreement about the problem.** A plan is meaningless unless the person understands what the issue is, what needs to be changed and why.

**Give positive feedback without specifics.** (e.g. "You're awesome!"; "You do such a great job!"). When they hear undefined and unspecified praise, they question the praise giver's sincerity and knowledge about what they're praising.

**Mistake valid reasons for excuses.** When employees feel that their legitimate points are seen as excuses, they shut out the accuser and become resentful.

**Wait for annual performance review time to give feedback.** This is a great way to spark confused "What are you talking about?" resentment-packed conversations.