

A close-up, high-angle portrait of a man with a shaved head and a goatee, wearing clear-rimmed glasses. He is looking slightly to the right of the camera. The background is plain white.

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The Wow Project

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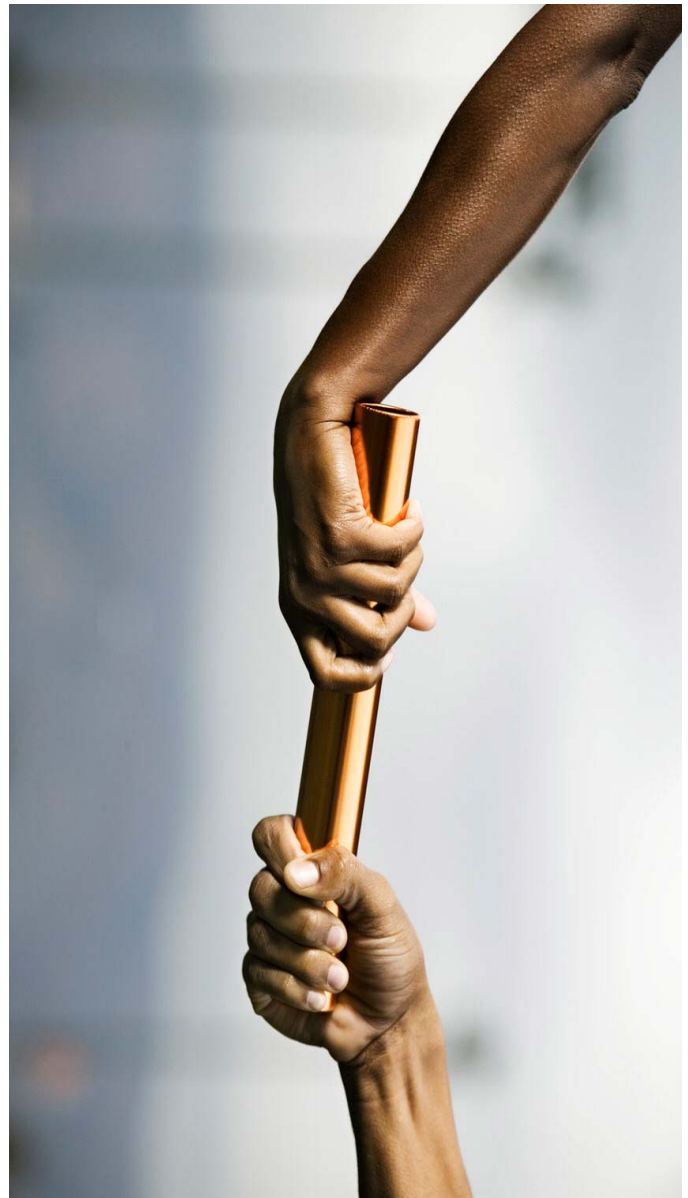
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3711 Lomita Blvd. Suite 196, Torrance CA 90505

Email: info@mosp.org

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The Wow Project

By: Tom Peters

Illustrations by Istavan Banyai

In the new economy, all work is project work. And you are your projects! Here's how to make them all go Wow!

I learned about the future of work by living in the projects the kind of projects you routinely do at a professional-services firm.

More years ago than I care to remember, I reported to the offices of McKinsey & Co. in San Francisco for my first day as a professional management consultant. At 9 a.m., I started to work. At 3 p.m. that afternoon, I was on an airplane to

Clinton, Iowa to work on a project that involved an investment in a \$150 million petrochemical plant, and even if you'd spotted me four letters, I couldn't have spelled "petrochemical." But that was life in the projects.

Fast-forward 25 years. All white-collar work is project work. The single salient fact that touches all of our lives is that work is being reinvented. The workplace revolution that transformed the lives of blue-collar workers in the 1970s and 1980s is finally reaching the offices and cubicles of the white-collar workers. For the blue-collar worker, the driving force behind change was

factory automation using programmable machine tools. For the office worker, it's office automation using computer technology: enterprise-resource-planning systems, groupware, intranets, extranets, expert systems, the Web, and e-commerce.

After decades of wholesale neglect, companies are finally facing the fact of pathetic white-collar productivity and realizing that they need to organize work in a fundamentally new way. The old ways of working are too slow, too convoluted, too hard to grab hold of and the value is too hard to capture. At the same time, white-collar workers

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themselves are catching on: They need to rethink the very nature of work. If they're going to have work in the future, they must be able to demonstrate clearly, precisely, and convincingly how they can add value. The answer the only answer is the project. And not just any project, no matter how droning, boring, and dull, but rather what my colleagues and I have come to call "Wow Projects": projects that add value, projects that matter, projects that make a difference, projects that leave a legacy and, yes, projects that make you a star. Distinguished project work is the future of work for the simple reason that more than 90% of white-collar jobs are in jeopardy today. They are in the process of being transformed beyond identification or completely eliminated.

Architects, accountants, graphic designers, lawyers, consultants, and all other workers in "official" professional-services firms understand life in the projects. As a professional, age 56, I can honestly say that I live the new formula: I = My Projects. Yet this idea is fairly new for the typical white-

collar "staffers" in the human-resources departments, the IT departments, the finance departments, and all of the other departments in standard-issue manufacturing, production, and operations companies of the United States. All work of economic value is project work.

And because project work is becoming that important, a few rules are needed for thinking about projects the right way:

Project work is the vehicle by which the powerless gain power. Forget about "empowerment programs." Instead, volunteer for every lousy project that comes along: Organize the office Christmas party. (Turn that dreadful holiday party into an event that says, "Thanks for a terrific year!" to all employees.) Here's a dirty little secret from my professional career: The research that became "In Search of Excellence: Lessons from America's Best-Run Companies" (with Robert H. Waterman, Harper & Row, 1982) was a McKinsey project that virtually no one in the firm cared two hoots about.

Project work is the future of the company waiting to be discovered. Somewhere, in the belly of every company, someone is working away in obscurity on the project that 10 years from now everyone will acknowledge as the company's proudest moment. Someone is creating Java, designing the iMac, reviving the VW Beetle, engineering the Mach3. Why isn't that someone you?

Never let a project go dreary on you. Your goal should be to work in perpetuity with Wow people, on Wow Projects, for Wowable clients. How do you know when your project measures up? Each week, ask yourself and your teammates, "Will we be bragging about this project five years from now? If the odds of success are low, what can we do right now! to turn up the heat?"

When it comes to life in the projects, draft people as if you were a GM and invest as if you were a Venture Capitalist. Work today is about two things: talent and projects. If you're in charge of a project, you ought to think

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like the general manager of an NBA franchise: You've got to fill 12 chairs with the hottest people you can draft. And when it comes to picking your projects, you need to think like a venture capitalist: You bet on cool people who have demonstrated their capacity to deliver cool projects.

When it comes to Wow Projects, you need to remember one essential fact: Contrary to all of the project-management literature and all of the project-software checklists, the point of the exercise is not to do a "good job" of managing the project that your boss dumped into your lap. It's to use every project opportunity that you can get your hands on to create surprising new ways of looking at old problems. To do that, you need to understand the four steps that go into every Wow Project: finding and creating a great project, selling the project, executing the project, and handing off the project so that you can move on to the next one.

Finding and Creating Your Wow Project

It's out there, waiting for you, your Wow Project. All you have to do is find it, identify it, and then create it. It's that easy and it's that hard. After all, how are you supposed to know it when you see it? And once you've got it, how do you know how to shape it, to develop it, to make it Wow?

To answer those questions and to keep you on the right track, here are four steps to take to make your Wow Project happen, one trap to avoid that could kill it, and five criteria to use to judge it.

Step One: Take the "Does it matter?" test. No project worth talking about ever came to pass without passion. Period. So, as you begin to gauge the worth of a potential project, ask yourself a series of passion-parsing questions: What do you care about? What matters to you? What matters to your company? If an idea for a project is meek and weak the equivalent of just another line extension it simply isn't worth spending time on. A Wow Project has to meet or to create a compelling need or to be capable of being redefined so that it does.

The biggest, boldest, most stimulating and innovative projects often come from the most compelling need for a team or a company to do something that will change the game: Launch a sexy new product. Craft a breakthrough ad campaign. Change the logistics and the service rules in your niche. Those are the kinds of projects that leave a legacy, projects that everyone wants to wrangle their way onto or at least to get close enough to collect the commemorative T-shirt that proves that they were there!

Here's the point: Projects particularly projects that can actually change the shape of the future are all about emotion. So, when it comes to recognizing a project that matters to you, trust your emotions. Listen to your stomach and to your heart. They'll tell you whether a project has the kind of pulse-racing, mind-expanding possibilities on which you're ready to stake your reputation and a precious year of your life.

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Step Two: Here's the corollary to Step One: No project is too mundane to become a Wow Project. I've seen a person who was assigned a presumably dead-end task cleaning up a warehouse turn that project into a chance to redesign the company's distribution system and to earn a ticket to even more responsibility and even cooler projects. All it took for that to happen was the application of personal passion (see Step One) and unwillingness to see the project as anything other than a first-rate opportunity.

How did it happen? Given the project of "cleaning up the warehouse," our passionate Wow Project leader (PWPL) quickly determined that the problem wasn't a "messy" warehouse; the real problem was that the warehouse was poorly organized which made the warehouse necessarily messy. A simple cleanup wouldn't do a damn thing to solve the deeper problem: The warehouse needed to be reorganized. That led our intrepid PWPL into a few carefully targeted bench-marking forays to educate herself and a small, select group of suddenly interested team members on the art of warehouse reorganization.

One of their key lessons: The organization of the warehouse needed to take into account both the incoming parts from suppliers and the outgoing parts to customers. So, a short time after getting the warehouse-cleanup assignment, this PWPL found herself making a compelling case for a new distribution system that would feed flawlessly into the reorganized warehouse a warehouse that would now stay neat because of newly designed processes that fit the new

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distribution system perfectly. And that is how you turn a little chore into a Wow Project.

Step Three: To a real life-in-the-projects person, everything is a golden learning opportunity. To Richard Branson, the passionate, daring, let's-try-it-and-see-what-happens chairman and president of the Virgin Group, the whole world is full of projects waiting to be discovered. His main tool for project discovery: a seemingly endless series of notebooks in which he painstakingly records his observations about everything that he runs across. In these notebooks which probably number in the hundreds are all kinds of observations on projects that are just waiting to happen.

Karl Weick, the brilliant University of Michigan professor of organizational behavior and psychology, has his own system: His sport coat doubles as a filing cabinet. He fills the pockets with anything that he can make notes on scraps of paper, napkins, matchbook covers. Then, once a

week, he empties out his tweed filing cabinet and records his observations.

If you're always observing, you're always learning and, in the process, you're collecting ideas, leads, starting points that you can turn into a Wow Project later on. Open your eyes, and you'll start seeing project material everywhere you look. What's more, recording what you see teaches you another critical project lesson: Little things do matter. For instance, design counts. When you're looking for passion to infuse your project with, design is where you'll find it. And passion can come in small touches: A flash of humor can change a completely mundane, easily overlooked communication into a personal expression of attention.

Or passion can materialize in the art of simplification such as taking a mindless form that unnecessarily forces office workers to decode gibberish and turning it into a simple set of statements and boxes to check off. Which is exactly what the folks at the Simplified Communications division of New York-based

Siegel & Gale Inc. specialize in: They can take something as uninformative and confusing as a credit-card bill and turn it into an easy-to-read, easy-to-understand, customer-friendly communication that repositions the bank that sends it out as the kind of financial institution that actually delivers service! If you study the approach of Siegel & Gale or just look at street signs that actually direct you you'll learn one key lesson: The best kinds of design, like the best kinds of projects, don't call attention to themselves. They use small touches to demonstrate the sensibility and the sensitivity the authenticity of the people who have worked on them.

Step Four: Use superfast approximations to refine your Wow Project. 3M has built a company around a simple approach: Make a little, try a little, sell a little and then repeat those steps. The fastest, smartest way to get your project defined and refined is to practice the art of quick prototyping. Don't keep your project hidden in some private skunk works until you can hone it into a perfect deliverable.

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Instead, make a rough prototype, and show it to some team members. Listen to their feedback; then go back and make a second prototype. Show it to them again. You'll be doing two things at once: improving your project, and selling people on its value (after all, you've incorporated their input!). Make a little, try a little, sell a little that's how prototyping and selling overlap from the beginning of a Wow Project.

One Trap to Avoid: getting too much money too soon. That's the worst thing that can happen to a project. (Believe it.) Money will kill you on two counts. First, it takes the pressure off. Early in the life of every project, there's no substitute for the scrounging mentality. If you don't have enough money, you have to innovate your way around problems that you could otherwise simply buy your way out of. You have to work more closely with your users and your suppliers and, as a result, they become part of the project from the beginning. You have to adopt the pirate's mind-set: It's us against

them! We're going to outthink, outhustle, outdream everybody because we sure don't have the money to outspend them. Second, if you take money early on, from internal or external sponsors, then early on you've got to listen to them. They just bought the right to sit at your table and to meddle in your life. And the last thing that a Wow Project needs is a money person setting the specifications for the project, deciding what's worth investing more time and money in, and draining the passion from the project. To avoid the problem, live poor and dream big.

Five Criteria for Judging Each Project: You can boil a project down to a simple list of five criteria: Wow! Beautiful! Revolutionary! Impact! Raving fans! (That last criteria comes courtesy of Ken Blanchard and Sheldon Bowles's book "Raving Fans: A Revolutionary Approach to Customer Service" [William Morrow, 1993].) After all, this is the big enchilada. We all know what those five terms mean. (Right?) But we rarely make that, never use such

language between 9 a.m. and 5 p.m. It's time to change that. Write down those five terms on a card. Put the card in your wallet. When the time comes for you to judge whether a proposed project measures up or can be made to measure up simply dig the card out of your wallet. It either measures up, or it doesn't. You'll know.

Selling Your Wow Project

If you read the literature on project management carefully, there is one word that I guarantee that you won't find: selling. People in the world of project management talk about everything else from PERT charts (PERT stands for program evaluation and review technique: I got my master's degree around this), Gantt charts, and time lines, to "specification creep" and "risk-management methodology." Rarely, if ever, will you hear those people talk about the need to sell your project. The assumption seems to be that, like a better mousetrap, a worthy project will sell itself.

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Although the project-management experts may not appreciate the need to sell, there is a group of business people who do understand the critical role of selling projects. They are the people who inhabit the “real” professional-services firms: Every management consultant, every ad-agency wizard, every stock-market jock is a salesperson. They’re selling their strong point of view, their recognized expertise, and their scintillating services to customers on the outside, and they’re selling their reliability, dependability, and talent to colleagues on the inside. It’s just another part of our old friend the Brand Called You. (See the August: September 1997 issue of Fast Company.) Your project and your brand go hand in hand: Both depend on your ability to sell yourself and to sell your project. If you want your Wow Project to happen, you have to learn how to sell it smart, hard, and from beginning to end.

A PWPL has to master two essential sales skills: pitching and community organizing. The art of the pitch boils

down to what we call “the two-minute elevator spiel.” You’re on your way to your office, and you’re riding the elevator. The doors open, and the CEO gets on. As the doors slowly slide shut, she turns to you and asks, “What are you working on that makes a difference to this company?” Her eyes bore into you. You’re alone in the elevator with the biggest of the big cheeses, and you’ve got two minutes to tell her exactly why your project matters. So what is your pitch?

Sure, you’ve got butterflies in your stomach and a hammer in your heart but the elevator pitch isn’t really about dealing with pressure. It’s about communication. And caring. Can you take the hopelessly complicated set of problems that you’re juggling in your project and reduce those problems to three bullet points that anyone can immediately understand? Better yet, can you dispense with PowerPoint slides altogether and sum up your project in the perfect metaphor? For example: “By the time we’re done with this customer-satisfaction project, we’ll be so close to

our customers that they’ll be our bungee-jumping buddies.” You’ll know that you’ve nailed the perfect metaphor when the T-shirts arrive for you and your team with the words “The Bungee-Jumping Bunch” silk-screened across the chest courtesy of the CEO herself.

The other essential skill of the PWPL is community organizing. It’s an art that flourished in the 1960s under the tutelage of legendary activists such as Saul Alinsky, who wrote *Rules for Radicals* (Random House, 1971), and Caesar Chavez, who was the founder of the United Farm Workers. The lessons they taught also apply to your project. Community organizing is all about building grassroots support. It’s about identifying the people around you with whom you can create a common, passionate cause. And it’s about ignoring the conventional wisdom of company politics and instead playing the game by very different rules.

For example, conventional wisdom instructs would-be PWPLs to get top

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management to give their projects early “buy-in.” The standard line says, “Get the boss’s support, and you’ve got the go-ahead you need.” Wrong! Wrong! Wrong! Never go to the boss too early. And never go to the boss before you’ve done your grassroots organizing to build the community support that you need to make the project a reality, a cool thing that cool people want to be part of. Community organizing doesn’t mean looking at the organizational chart to see what the boss thinks. It means looking around you to see whom you can convince to sign on; looking below you to see whom you can enlist in the cause; and looking around you to see who’s in a key area and who can contribute expertise. Don’t worry about the boss’s approval. Get the community organizing done, and by the time you go to the boss, she’ll recognize that you’ve already gotten approval from the cool parts of the organization.

The second political mistake that you can’t afford to make is to spend precious time and scarce emotional energy worrying about your enemies and if your project is genuinely a Wow Project, don’t doubt that you’ll have enemies. (Project axiom: Anything worth doing makes the establishment mad.) Forget your enemies. (The hell with ‘em!) Concentrate on building support among your friends. Get strong endorsers who will lend their names and their clout to your project. Remember: You will never be able to change your enemies’ minds. The best you can do is to surround them with your passionate, determined supporters.

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Executing Your Wow Project

Now that you've worked hard to identify and to sell your Wow Project, you're ready to roll into phase three: time to execute!

Except that it doesn't work that way not exactly. Only in magazine articles can you break down work into separate, tidy phases. In the real world of work, this stuff overlaps,

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runs together, merges, separates, and merges again. In real work life, the DNA of a Wow Project is present in each of the four phases: What differs is the relative concentration in each phase. So, for example, while you're getting your Wow Project started, you're already doing some of the things that will become important later in the life of the project such as practicing how to pitch it and doing early community organizing. And as you move into selling your Wow Project, you're already doing some of the things that you'll need to do to execute it such as prototyping, listening, and improving. Just remember: You don't stop doing some activities simply because the emphasis shifts. It's more a matter of recognizing where you are in the project's evolution, so that you can make the right kind of concentrated effort at the right time.

At the execution phase, you need to be sure to put the right kind of concentrated effort into following three important "do's" and three equally important "don'ts."

Do think of execution as a series of rapid prototypes. Life is a series of approximations. You will never get your project right the first time (or the 21st time, for that matter) never. Holding onto it until you get it "right" is simply wrong. That's a surefire way to guarantee that, by the time you unveil the project, not only won't it be right, but you also won't have enough time, energy, or support to go back and make it right. Great projects live off instant feedback and adjustment cycles. That's one way to look at the Web: It's a giant real-time prototype.

But the practice of using fast feedback and fast adjustment cycles predates the Web. Hewlett-Packard pioneered that practice to develop several innovative products: People would build a prototype and leave it lying around in the open for others to talk about. Instant feedback allows for instant adjustment cycles. The more iterations you can rapidly go through, the faster you can execute your project. David Kelley, a design genius and the CEO of Ideo, had it exactly right when he said, "Fail often to succeed sooner." As strange as it

may sound, the work of execution is actually all about failure. So celebrate it! Bronze an oversized screw, and award it each week to the project-team member who made the "best screw up of the week." Why not?

Do think, live, sleep, eat, and breathe your time line. It's time to get serious about getting your project done. So break this big amorphous thing called "your project" into a living To Do list. What needs to happen today? Tomorrow? This week? Build a simple, easy-to-use tool to track the project's progress. The tool could be something as old-fashioned as a three-ring binder with a chapter divider for each deliverable. If you want to see a good example of the three-ring binder at work, read Guy Kawasaki's book "The Macintosh Way" (Addison-Wesley, 1989). It includes the complete Macintosh rollout plan an exemplary living To Do list if there ever was one.

Also, master the art of the 15-minute meeting a daily, attendance-required "hot" session in which each member of the project team gives a quick

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progress report, identifies that day's milestones or issues a desperate call for help. If CNN can organize its whole day of broadcasting in a 30-minute morning meeting (as it was doing in 1993, when I visited its headquarters), then you certainly can keep your project on track in 15 minutes.

Do keep it fun. The point of the living To Do list is to make it clear that you have reached the button-down phase of the project. But that doesn't mean that you have to button down your personality. Don't you dare lose the sense of playfulness that brought the team together in the first place.

The simplest way to make sure that you don't lose sight of the joy of doing a Wow Project is to remember to celebrate. No accomplishment is too small or too insignificant to warrant a little celebration. As you hit each of your milestones and as you fill up the three-ring binder with your project team's accomplishments, remember the pause that refreshes. It doesn't have to be a big bash: It can

be just enough to keep the troops pumped.

Just as important as those three "do's" are the three "don'ts": the bad habits that teams can slip into when it comes time to execute the killers that can derail even the most promising Wow Project.

Don't talk it to death. You're going to spend a good part of any project talking about your project. But the reality in most organizations is that execution too often turns into talking about execution. It becomes talking instead of doing. The team stops building prototypes and beta-testing and instead starts talking about what needs to happen next. Or the team spends too much time in meetings, talking to each other, and not enough time in the marketplace, talking with end-users. Think of it as a math problem: If most teams have a talk/do ratio of 70% talking to 30% doing, then you want to reverse those figures so that the ratio is 70% doing to 30% talking.

Don't stop selling. Here's another way to think of execution: It's "just" scaled-

up sales. (No baloney.) Your job during the execution phase is to roll out your project. And that means building an ever-widening support base. Execution is about taking the 5 fervent believers who backed you during the finding-and-creating phase, along with the 15 fervent believers who joined the cause during the selling phase, and adding the 45 new fervent believers who can help you take your project into the field where it can be implemented. Never stop selling! Never stop recruiting!

And, finally, Don't lose the emotion; don't let the project go dry. Just as important as keeping the project on track is keeping it Wow! Face it: Project execution is emotionally draining. It's easy for the Wow in the project to slip away slowly and imperceptibly. After a while, you and your team get so tired that you forget what gave the project its Wow, Beautiful, Revolutionary, Impact, Raving Fans quality in the first place. You're in danger of executing what will turn out to be just another project a "mediocre success" as one of my

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seminar participants damningly put it. (Another equation: Mediocre Success equals Death.) This is the time to take a station break. Take your team off-site for a day-long excursion. Go back to first principles, and see whether you're still on course emotionally. Bring in a new recruit, someone with fresh energy and enthusiasm. But don't lose the energy that created the Wow Project in the first place.

Handing Off Your Wow Project

Congratulations! After what feels like or actually is months or years of hard work and mega-amps of personal energy, the project is happening. You've achieved rollout: The new product is in the marketplace, the new service is available to customers, the new sales force is in place, the new customer-service center is open for business. Now comes the (really) hard part.

It's time for you to turn the project over to someone else to run on a day-to-day basis. It's time for you to walk away from the project that you worked so hard and against such long odds to create, sell, and execute so that you can now start the creative cycle all over again. It's the healthy thing to do, it's necessary, and it's hard. (Just ask Newt Gingrich.)

It's healthy and necessary because, as I know from personal experience, people who have what it takes to create Wow Projects rarely have what it takes to operate those projects. It's the same kind of difference that typically separates an entrepreneur from a manager: If you're good at creating the project, at fighting and winning the "us versus them" internal battles, and at handling the emotional roller-coaster ride of getting the project going, then chances are that you won't be good at managing it over the long haul. Besides, you've done what you set out to do. You may even be tired of the specifics of that particular project; you may be hungry for a new challenge.

But it's also hard because, as you've learned throughout the project experience, project management is emotion management. Period. It's yet another core truth about projects that they don't teach you in the "official" literature. But that's the nub of the issue: Projects are intensely personal. You and your team have invested all that you've got of yourselves and your relationships into making your project a go. When you think about that project even if you're just looking at cold numbers on a sheet of paper what you remember are all of the late nights, the pizza-at-the-office dinners, the arguments, and the agreements that made it all worthwhile. Now you've got to hand over all of that to someone else. Handling the handoff is the last test of the PWPL.

The first thing you do is to throw the party-to-end-all-parties. If project management is emotion management, then you and your team members will need a serious celebration to mark your accomplishment. Don't be shy about it: Remember, you're still selling the project, still building your brand. Commission the writing of a project history that records the contributions of your team members and that captures the

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important lessons that were learned during the project's development. And send out thank-you notes to all of the helpers, supporters, and raving fans who made it possible: You're going to need them again on your next Wow Project. Make sure that you give your successor your blessing, and that everything you do as you hand off the project is designed to make that person's job easier. The whole bloody point is to make sure that the project stays successful not to demonstrate that without you, it would quickly hit the skids. (Memo to self: Don't be dumb!)

If you're a great PWPL, you've already been sizing up your next opportunity. You've already identified and recruited most of your team you want to make sure that you get the people you want, not the people the human-resources department wants to give you. And, if you've been practicing the Richard Branson-Karl Weick style of observation, you've been assembling your own notebook-and-filing-cabinet collection of newspaper clippings, personal experiences, and random thoughts. All of that is raw material: It's just waiting for you to sift through it and to pick one thing to turn into your next Wow Project.

But most important, the end of the project marks your biggest opportunity: the chance for you to do a self-evaluation. Calling the project a "success" doesn't begin to capture the real value of the experience. If you're intent on making it an intensely personal success, you need to spend some time reflecting on what the project has meant to you. What did you learn from it? What were you good at? What were you less good at? What skills did you feel yourself developing? What skills do you still need to develop? As you do your own project postmortem, you're not only closing the emotional and professional books on your last project, but you're also opening the first chapter of your next project.

From this self-evaluation will come the answers that will guide you forward. You'll find yourself deciding whether you want to work next on a project that can give you a new set of experiences, or whether you want to develop your skills in an area where you've already demonstrated your expertise. Should you work on your weaknesses or play to your strengths? As you look at your portfolio, you may decide that your next project should take you into a new field so that you can learn more about finance, for example. Or into a new role so that you can operate as a team member, rather than as team leader. Or into a new geographic area so that you can create a project outside your home country.

You do your evaluation, you look for a narrow project with wide implications, you give each project the "Does it matter?" test, and you begin the Wow Project cycle all over again. You've learned to move from project to project in a world where work is defined by projects. You've learned the new equation of the world of work: You = Your Projects. Welcome to your life in the projects.

Tom Peters says that he's no genius, but he does know that his life equals his projects. And you?

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5 Interviewing Mistakes That Can Lead To Hiring The Wrong Person

By: Helen Wilkie

Mistake #1: Going with the flow

Inexperienced interviewers sometimes fall into the trap of letting the interview become “free form”, spending different amounts of time on different questions, basing follow-up questions on how the candidates answer. This can result in a candidate taking control of the interview and leading you where he or she wants to go, rather than where you can get the information you need.

Solution: Ask everyone the same questions. Prepare a list in advance, based on the information you need, and use it as a guide throughout the interview. Put each question on a separate sheet of paper and prepare one set for each candidate. As you move through the questions, use the appropriate sheets to make notes of

the answers and your own observations and impressions. You can vary the follow up questions as necessary, but keep your notes on the main question page. When you have followed this structure with all the candidates, you’ll be able to compare them on an “apples to apples” basis.

Mistake #2: Asking predictable questions

Job applicants have many sources of help for interviewing, and it’s easy to learn acceptable answers to the standard questions. That means even the wrong candidate for your position could answer the questions in a way that fools you into thinking he or she is a fit.

Solution: Ask candidates questions that force them to expand on their answers,

illustrating their thinking skills as well as their attitudes and job competencies. Such questions might include:

- If you could design your own job, what would it look like?
- What’s your favourite part of the work you do now? Why do you like that?

Ask questions like these and, instead of practised responses that tell you virtually nothing, you’ll get insights into who these people really are.

Mistake #3: Whitewashing the job

If you have a candidate in front of you who seems like a great choice,

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you obviously want that person to accept your job offer. Sometimes, though, you know the job has inherent challenges or downsides, and you may be afraid if you talk about these things you will lose a good employee. The trouble is, if you hire them and they discover the negatives themselves, you may well lose them in the first week!

Solution: Be candid about challenges in the job or within the company. Watch for candidates who embrace and relish the challenges, and who can see beyond the negatives. These can become your most valued employees.

Mistake #4: Ignoring the question of “fit”

Every organization has a culture. It comes from a blend of the industry you are in, the ages of those who

work there, the size of the company, the number of people, the geographic location and many other factors. But that culture creates its own work environment, and if employees are not comfortable with that environment or do not work well within it, they don't “fit”. This person will never be an asset to your company, and may in fact leave very quickly.

Solution: Ask questions whose answers will demonstrate the candidate's personality and character, their attitudes towards the workplace. An example of that type of question might be: Do you prefer a structured environment or a more loose, easy-going one? Why?

Mistake #5: Letting a candidate's one major positive blind you to the negatives

Sometimes a person might have one

outstanding positive: worked for your major competitor, attended a university with a track record of successful graduates, or even just comes from your home town. If you also instinctively like the individual, it is tempting to be overly influenced by this fact, and not pay enough attention to others that are not so attractive.

Solution: When recording your notes on each candidate (see solution to Mistake #1), be sure to record negatives as well as positives on the appropriate pages. When you review your notes after the interview is over, you will be better able to balance the pros and cons impartially.

Candidates are often sophisticated job seekers, who are well prepared for the interview. To avoid costly hiring mistakes, hiring interviewers must be equally prepared for the process.

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Studying to Be a Nurse:

A Great Decision

By: *Shveta Malhotra*

With increase in demand of medical services, studying to be a nurse can be an ideal career option. The nursing job requires both technical and practical knowledge. Studying to be a nurse may be harder but the career opportunities ahead of nursing course are tremendous. Today universities offer many programmes to study nursing. The nursing job involves helping people and is the most respectable job.

Prerequisites for Nursing

If you are planning for nursing career you should be well aware about certain points such as where to start the study, how to apply, what are the career prospects, and what are the colleges offering these courses. The minimum qualification to qualify for nursing is high school. The main subjects in your high school should be chemistry, biology, and English. Most of the colleges conduct entrance examinations for admissions in their nursing schools. Also, they consider your academic

records. Since nursing career involves hard work and intelligence, the colleges offering admissions prefer to take creamy layer students. You need to have excellent high school knowledge. Thus, hard works in your high school academics will open doors for you as a nurse. When you are preparing for the entrance examinations of a particular nursing college, it would be beneficial for you to have a word with some instructor or senior student of that college about the level of the paper. This will help you to prepare for entrance exam

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in right way. It would be a better idea to research online for nursing entrance paper to practise for your entrance exams.

Nursing Courses

Once you have decided to be a nurse, now you have to choose the nursing course you want to pursue. Selecting a specific course for studying to be a nurse depends entirely on your goals.

As a start for studying to be a nurse, you need enrol yourself for the Certified Nursing Assistant (CNA) program. This program is of six to twelve weeks. This course will teach you basics of medical science. With this course, you can work as a nursing aide. This involves basic tasks such as taking blood of the patient and patient care assistants. A CNA works under the supervision of the nurse.

Here is the list of some of the courses available:

· Vocational Training Nurse: This course is of almost 1 year and involves both classroom training and clinical practise. In classroom training you acquire fundamental skills and in clinical training you will get a chance to train under experienced nurses and physicians. This will be a great opportunity to start your career immediately. Once you complete your vocational training, you need to obtain a licence for nursing. This licence is obtained by passing a competency test developed by the boards of nursing in your region. As a licensed vocational nurse (LVN) you will be involved in services such as take vital signs, wound care, and administer injections. After studying to be a nurse in vocational training involves basically taking care of patients, they can easily get job anywhere in the world. Moreover as per time schedule they

want because nursing requires 24/7 assistance to the patients. Vocational training course is just a beginning for higher studying to be a nurse.

After studying to be a nurse as LVN you need to apply for Registered Nurse (RN) degree. There are two types of RN degrees to choose, viz, Assistant Degree Nurse (ADN) or Bachelor of Science Nurse Degree (BSN).

· ADN and BSN program: The ADN degree is of 2 years. This is also nursing career achiever but is less paid than BSN program. You can enrol yourself in bachelor's degree in nursing, i.e. Bachelor of Science in Nursing (BSN) program. For entrance in BSN you need to have associate degree or diploma in nursing. This is a 4year program and is highly competitive. This program opens doors for big opportunities and higher salaries. Before enrolling in any of

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these courses, you must enrol in the colleges or universities which are accredited by Nursing Accrediting Commission.

Either of the program you opt, you need to pass National Licensing examination of your state or region. Once you are a Registered Nurse (RN), you get variety of options while working such as operating rooms and health clinic. The RN's are highly paid and their salary increases at much higher pace with experience.

· Once you complete your BSN and want an advanced level in nursing, you can pursue Masters of Science in Nursing (MSN) program. The RN should pursue the MSN program for career growth. MSN is the advanced level of RN. With advance programs you can choose to become a specialized nurse, i.e. in specialized fields such as midwives, anaesthesiologists, nurse practitioners, and surgical nurses. Once you own get the license of nursing, you qualify for the titles of vocational nurses, registered nurses, and practical nurses.

The need for doctoral program in nursing continues to be a major concern. As more and more PhD nurses are required, their numbers remain less. The basic reasons is that the as women are involved in family care, most of the RN prefer to start their clinical practises and they don't even think of continuing education.

Many online programs are also available for nursing career. You can get technical knowledge from online courses and you need go to practising your nursing.

When you are studying to be a nurse, the teachers teaching you are generally the experienced nurses who are trained educators. Generally the subject taught in studying to be a nurse are chemistry, nutrition, anatomy, behavioural sciences, psychology, physiology, nutrition, and microbiology.

Things to remember while studying to be a Nurse

· Once you get admission in nursing school, the first thing you require is to be prepared. You should be mentally prepared of the hard work you are going to spend. A nursing career involves their devotion of holidays, festivals, and even at times their family. If you have kids, better arrange for a baby-sitter. As of the stationary items you should have stock of highlighters, pen, and notepad. A computer is a must for your studying to be a nurse.

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· You need to be organized in your study time. Be up to mark on your revision works. Keep your nursing tools well and clean in place. Always plan “To do task” list on daily basis.

· It will be a good idea and a great support for you to study in groups and consult your senior nurses for help. Study in groups will help you to find solution and even the problems of many cases which you or your group would have handled. Medical services come with experience of the people. As you come to know more about cases and their solutions, your brain will brush up for the cases you may handled in future.

· At times you may feel overwhelmed, boost up yourself and remember that the nurses on respectable post also went through this stage. You may also face some issues with your clinical instructor. The best way is to always use the clinical instructor’s words as their experience. A positive approach while studying to be a nurse will make you achieve your goal.

· Don’t always book yourself in books. Instead, read about the outside world may be the achievements and cases going on in the nursing profession.

· Connect with other nurses even with the nurses of different states and countries with help of internet. This will help you to gain knowledge of what they are learning and experiencing.

Most of the people think that nurses are just an assistant to the doctors. And thus they get themselves back from studying to be a nurse. However, this thinking needs to be changed. People studying to be a nurse have a great contribution in medical sciences. Their profession is taking care, maintaining health of individual. They play an important role in saving life. We should thanks Florence Nightingale for her tremendous contribution to the foundation of nursing. She plays a role model to the students studying to be a nurse. Every student who is studying to be a nurse should follow or even once read her theories and principles. This will be a great inspiration for them.

Studying to be a nurse should be taken seriously as it involves with the life of individual. For patients, nurses are next to GOD. They have strong belief in doctors as well as nurses. A nurse is found in every field. From taking care of employees in a company they have great contribution in taking care of soldiers in the battlefield. Your decision for studying to be a nurse can be a life safer for so many individuals.

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Pennsylvania becomes 27th state to expand Medicaid

By: Associated Press

A half-million more low-income Pennsylvanians are in line to get federally funded health insurance after HHS on Thursday approved the state's plan to accept **Medicaid** expansion money under the landmark 2010 federal healthcare law.

Republican Gov. Tom Corbett's administration and the federal agency agreed to a plan that lets private insurers administer Medicaid-funded coverage that adheres to Medicaid's existing rules. The plan vastly expands a Medicaid program that

already covers 2.2 million adults and children in Pennsylvania.

Enrollment in the plan, named Healthy Pennsylvania, is expected to begin Dec. 1 with coverage to start the following Jan. 1. With the agreement, Pennsylvania joins 26 other states and Washington, D.C., in opting for the Medicaid-funded expanded coverage.

Corbett was under pressure from hospitals, labor unions, the AARP and advocates for the poor to accept the Medicaid expansion money, which

became available Jan. 1 of this year. They argued it would cover hundreds of thousands of low-income working adults.

The governor, a critic of **President Barack Obama's signature healthcare law**, initially refused to accept the federal money without changes to the Medicaid expansion as it was envisioned by the law. He proposed ways to make the Medicaid coverage more like private insurance, including waiving some of the program's permissive coverage rules.

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He ultimately made some concessions in the final agreement, as he faces a tough re-election bid this November.

Corbett faces Democratic challenger Tom Wolf, who criticized the governor for delaying the expansion of healthcare.

Corbett is the ninth Republican governor to agree to expand Medicaid guidelines in exchange for receiving federal dollars. Most of the 27 states in the program simply expanded the eligibility guidelines of their Medicaid programs on Jan. 1. Like Pennsylvania, a few states, including **Arkansas, Iowa** and **Michigan**, sought changes to the program.

The expansion will be paid for with 100% federal funds through 2016. Federal funding gradually declines beginning in 2017 to 90% of the cost. Still, Pennsylvania will save billions of dollars over the coming years by shifting tens of thousands of existing Medicaid enrollees onto the federal government's tab.

Under the approved plan, incentives will be offered to enrollees to lower their premiums. And while premiums and co-pays are relatively small, enrollees could be denied coverage or service if they fail to pay in a timely fashion.

"We're trying to show that by giving individuals personal responsibility in building in healthy behaviors that we're not just trying to do what we've always done," said Beverly Mackereth, Corbett's Department of Public Welfare secretary. "We're trying to build a program that changes behavior and allows people to benefit more from the healthcare that they're given."

But the CMS said federal rules that apply to other private Medicaid providers will not be waived, although Pennsylvania can rely on commercial standards if they are at least as stringent as the federal rules. Private insurers already administer coverage for many of Pennsylvania's existing Medicaid enrollees.

Marilyn Tavenner, head of the CMS, praised the Pennsylvania deal and said federal health officials are committed to working with states on innovative solutions. She also noted that millions more Americans are still without Medicaid coverage because their states have yet to embrace a Medicaid expansion.

Corbett's 124-page plan, submitted to federal officials in February, asked CMS to break new ground on Medicaid policy, including a first-of-its-kind work requirement for

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recipients to be eligible for Medicaid benefits under the expansion.

But his office ultimately backed off several of his proposals, including a request to make the Medicaid-funded coverage free of some of Medicaid's more permissive coverage rules. Before negotiations began in April, Corbett also dropped one of the more disputed conditions to require able-bodied, working-age Pennsylvanians to complete certain work-search activities to be eligible.

The program will now be voluntary, and enrollees can lower their premiums via a state plan by showing that they are working at least 20 hours a week or are engaged in skills training or certain job-searching activities.

Corbett's proposal covered the same population as the Medicaid expansion: working adults who make up to 133% of the federal poverty level, or about \$15,500. Corbett administration officials say more than 600,000 more residents—primarily low-income childless, working adults will be eligible for the coverage. About 50,000 are already enrolled in the existing Medicaid program, and administration officials say they cannot project how many ultimately will enroll.

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Smart Buildings Are Creating Smart Cities

By Jim W Young

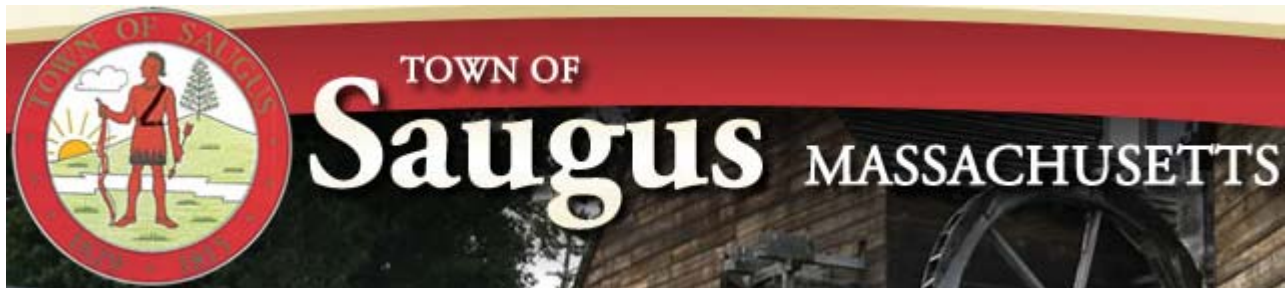
A Smart City and the Smart Buildings therein are not a marketing campaign, slick sales technique nor an amusing political catch phrase. It is a series of solutions to a serious and urgent situation the world faces today. Smart Cities are emerging as a civic action due to a “perfect storm” of the convergence of market conditions, technology innovation, social wants, government needs and the migration to urban environments that has accelerated on a global scale which dwarfs any previous mass movement of people in history.

One striking example is found in a report by McKinsey & Co. in 2009 that stated 350 million people in China would move to cities throughout China by 2025. In the three years since that report was published, the numbers of migrating Chinese to cities within China is proving this prediction correct. Existing Chinese cities, already overpopulated and struggling to maintain public services, are bracing for this onslaught of humanity by preparing, planning and implementing large scale urban projects, designed to transform from industrial urban

environments to Smart Cities with smart buildings. Not because they want to, because they have to.

A Smart City has many emerging definitions. The flexibility of this definition provides cities the opportunity to define its programs, policies and procedures according to its own local set of priorities and needs. Smart City definition frameworks are being designed and marketed by academics, companies, urban associations and the media, as well as the use of technologies like

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smart buildings. Through this cacophony of frameworks, a foundation has emerged that help define areas of Smart City interest, action and measures. Most frameworks use the word SMART as an acronym to mean Specific, Measurable, Achievable, Relevant, and Time-based goals. These same frameworks provide the definition of 10 Smart City elements:

- Energy
- Water
- Waste
- Infrastructure
- Public Safety
- Education
- Healthcare
- Green Buildings
- Transportation
- Citizen Services

The interesting thing about Smart City initiatives is the closely integrated way that seemingly disparate elements work together. As cities begin their transformative process into Smart Cities, it helps to consider the manner in which cities will need to address the social, economic, engineering and environmental challenges. And this manner will center on Knowledge.

As we identify the challenges of living in a highly connected, Information age world, it helps to relate to our cities as organisms. If the city is a body, then we have seen its evolution from the Agrarian Society to the Information Age through the development of systems. Each city has its own cardiovascular system (traffic, mass transit), skeletal system (infrastructure), respiratory and digestive systems (energy, waste) and even a primitive nervous system (telecommunications). In order for a city to provide access to its intelligence behind the knowledge and become a Smart City, the development of the Intelligence System that connects the central nervous system to a brain is required—enter smart buildings.

Due to the implementation of vast information technology (IT) solutions over the past few decades by cities, the world has created a cornucopia of data. This data comes in all shapes and sizes and enables an enormous amount of tasks to be conducted more effectively and efficiently. The issue is not if the city has the proper data to become a Smart City, the issue is how. Media and marketing people are calling

this emancipation of data being freed from their silos “Big Data.” This means that an enormous body of data has the ability to enter your city’s body and freely circulate. The job of today’s cities IT department is not to just secure people from getting into a city’s system, but how to control and manage the glut of data that will be trying to get out. A major issue for a city’s IT department is how to manage “Big Data,” now that it can be set free so easily. The cities that solve this issue will be on the correct path to being a Smart City. Those that don’t may experience what other organisms experience when there is too much blockage in its nervous system, a breakdown.

The focus on Big Data and your city’s behavior towards its data’s management is a critical element towards being a truly Smart City. A smarter, efficient city that would encompass aspects of intelligent

transportation, security, energy management, CO2 emissions, and sustainability is contingent on the implementation of a Big Data strategic plan to enable decision makers and authorities to perform their jobs. In response, some cities have taken an Open Data approach to assist in making its data available to the general public, which has spawned an emerging market for the development and sale of “Apps” to enable this Open Data to come alive and provide value to a user.

There is a proactive approach of identifying and managing your city’s digital DNA. The building blocks to effectively and efficiently use city data will ultimately reside in a city’s ability to repurpose its existing data and documents associated with the Built Environment, which is the authenticated digital DNA of all cities. Built Environment data is already captured by city’s in various formats and processes; Building Departments,

Engineering Departments, Land Departments, Planning Departments, Tax Departments, Postal Services, they all collect and manage vast amounts of data that when viewed as a whole, create the virtual representation of your physical city. The accuracy, authentication and integration of this city data is the key to a proactive approach to entering a path to becoming a Smart City. Without proper digital DNA structure and management, the connectivity from your city’s nervous system to the brain will be problematic, inhibiting performance and the evolution of your city to a Smart City.

A path to enabling your city’s digital DNA comes from the use of Building Information Modeling (BIM) and the data captured by Smart Buildings. BIM and Smart Buildings provide the digital DNA that when put into the context of a neighborhood, district and City, provides a city relevant,

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authenticated data. Architecture, Engineering and Construction (AEC) firms that look beyond the individual building project and begin to position for capturing value (and alternative revenues) at the data transaction level in a Smart City environment will capture greater market share and open up new opportunities for growth than their competition. This revaluation of digital DNA dwarfs any previous notion of the value given to Built Environment data.

Think of your city as a network, with each building acting as a server. Each building has data, like BIM for design & construction and Smart Building data in the form of Facility Management & Building Automation). When this individual building data is connected to the City Network, potentially through an Open Data policy, interesting things begin to happen. The captured AEC data that a city already possesses becomes the digital DNA of Smart Cities.

Cities are a mirror to the values of our civilization. At the core, Smart City solutions, both large and small, have an opportunity to assist in creating an environment for people to prosper in a welcoming, inclusive and open manner. A Smart City's success will only be measured by how well its inhabitant's quality of life improves. It is our generation's greatest challenge and the best legacy we can leave to our children.

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The Five Most Exciting Law Enforcement Jobs

By: Lisa Jenkins

There are loads of law enforcement jobs available, and while any job in the law enforcement field is bound to be interesting, some jobs are a bit more exciting (and nerve-wracking!) than others. Read on for a list of the five most adrenaline-pumping law enforcement jobs available.

Special Weapons and Tactics (SWAT) Officers

Special Weapons and Tactics (SWAT)

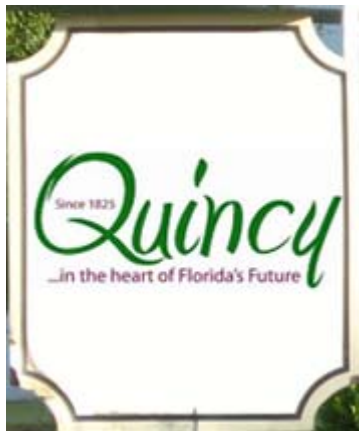
officers are highly trained police officers who handle extremely high-risk operations that normal cops aren't equipped to address. SWAT teams may be asked to provide assistance on drug raids, provide extra security at high-profile events, conduct hostage rescue missions, and more. Due to the violent dangers they often face on the job, SWAT team members have special protective gear and firearms, including armored cars and assault rifles. This law enforcement job is adrenaline-jolting and unpredictable. If you're part

of a SWAT team, you can never know what to expect when you head to work.

CIA Clandestine Services Core Collectors

CIA Clandestine Services Core Collectors are the CIA agents who work abroad, collecting intelligence information from foreign sources in order to help maintain US safety and security. These agents travel

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internationally and interact with a variety of people in hopes of obtaining clandestine information that they can report back to CIA headquarters. The job involves travel, danger, and intrigue. For the most part, CIA agents are required to keep their true identities and purpose hidden while on and off the job. Unlike most other law enforcement jobs, CIA agents have to keep what they do for a living a secret from almost everyone they know, including friends.

Federal Bureau of Investigation (FBI) Special Agents

FBI special agents, like CIA agents, are responsible for investigating and maintaining US security. Unlike internationally-serving CIA agents, however, FBI agents generally work on the national level. FBI agents are usually assigned to a single specialty, which could include fields such as foreign counterintelligence, organized crime, cyber crime, and more. No matter what their specialty, all agents must pass stringent government security clearance requirements, as most are privy to classified government information.

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Transportation Security Administration (TSA) Federal Air Marshals

The TSA is the US government organization responsible for keeping every facet of US air transportation safe, from airports to airplanes. TSA Federal Air Marshals are on the front lines of this mission to keep US air travel free of terrorist threats. These armed law enforcement officers serve undercover in airports and on passenger flights to ensure the safety of air travel in and out of the United States. Working undercover, a federal air marshal must discretely monitor his surroundings for suspicious activity. Air marshals need to know about everything from aviation medicine to close-quarters self defense. They are also held to higher standards of firearm accuracy than any other law enforcement jobs agency. Being a federal air marshal is a high-pressure job which requires plenty of time on the road and constant alertness.

Drug Enforcement Administration (DEA) Agents

Law enforcement jobs with the DEA support the US government in its war against drugs. DEA special agents are primarily responsible for helping to enforce the US Government's drug and drug trafficking laws. The job of a DEA agent involves helping to investigate and prosecute drug traffickers. This often means working undercover while investigating suspected traffickers and collecting intelligence information to help convict those individuals who are breaking US drug laws. Like the other jobs profiled here, DEA agents often interact with dangerous individuals and can be put in unpredictable situations.

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Just How Good is YOUR Time Management?

By: Brian Hazell

This article explores why time management remains such a real and widespread problem - and the real place that one should start when seeking to make improvements

Who and Why?

Ask anyone if they have a time management problem and the answer is almost always very guarded, and usually non-committal. Test this for yourself with a friend. Now ask that same question of yourself and consider what your response would

be. So why is the reaction invariably so guarded?

The answer is simple. More often than not people feel threatened by this question, not wishing to admit to something they inwardly regard as a failure to master a fundamental life skill.

There is perhaps an element of truth in this, yet I know of no one who has never had a time management problem or believes that they consistently use their time to best effect. This presents a beguiling question. Why is it that a skill we would all want to master is so apparently widespread a weakness and

why do so few actually take meaningful steps to remedy that?

As problems with time management are so prevalent for individuals, so it is with businesses and organisations. More often than not the skills required to make significant and lasting improvement are simply missing from the organisation where they are needed, not least because the manager has his/her own problems in this area.

This leads us to another conundrum. Why do businesses seldom address this issue, given that developing better time management skills is

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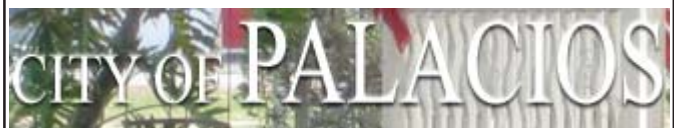
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perhaps the single most effective way to improve personal and business effectiveness and performance?

The Dreaded Cause

It is possible to make time management improvements using various tools and strategies - and many of these can have significant success. However this will be only limited success because there is really only one cause - and it is this which you must tackle first.

So what is the cause? In short, YOU!

Poor time management is a choice. It really is that simple and that stark. There is no hiding place.

Without addressing the fundamental issues that cause poor time management, it is not possible to make anything more than temporary improvements.

Awareness

Whilst the vast majority are aware that they could significantly improve their time management, I have met few

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who are fully aware of, or recognize their problems quickly and know just how much scope there is for improvement. Even fewer realise the full extent of the impact that can be made on their lives and businesses by improved time management.

The majority are aware that they could improve their time management skills, but are unsure how to do so, or need help in defining their “shortcomings” in devising ways to make lasting improvements.

Features of Poor Time Management

The ways in which people organize their time varies enormously - and it is true to say that left to their own devices there would be as many different ways of doing this as there are people. In any business in which two or more people work in cooperation there will be some kind of agreed systems in place to enable that working relationship to function.

However it can be simply amazing how systems can be sabotaged, often unknowingly, because of poor organisation and poor time management. For this reason time management is inextricably linked with the nature of the tasks that are undertaken and can never be improved significantly by simply addressing wholly personal matters such as To Do Lists and diary management. Similarly task management cannot be significantly improved by concentrating solely on the nature and value of individual tasks.

The most commonly suggested remedies of poor time management commence with redefining aims and objectives, goals and targets, but do not tackle the causal issues and so are unlikely to be of any lasting benefit.

Summary

Poor time management is a matter that most people recognize to varying degrees, but prefer not to confront. Lasting improvement comes not from adopting new tools or changing working methods, but from recognizing personal traits and their impact on how time is used.

Real and lasting improvement comes NOT from redefining aims, objectives, goals and targets within a business plan (although when done properly this does play a significant part) unless and until the underlying causes are tackled.

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Respect -

Effective Leaders Don't Demand it, They Command it

By: Sandy Geroux

Is there such a thing as “too much” respect? I believe we can almost never show too much respect for others.

We all crave respect. It is a basic human need - one that separates us from most of the animals. Many of us take for granted the fact that we will be respected by others, simply by virtue of our position in our family, our company, our accomplishments or even our political or community

position. However, this is not always the case. Respect is not always automatically given in these situations and it should never be assumed or taken for granted.

Although respect ideally flows both ways, this does not always occur, nor is it always expected. One example exists in the Japanese culture, where there are several levels of social position, with persons of high standing due (and given) respect

simply owing to the position they've attained in their lives. Each level requires the use of special language when speaking to someone in a higher position than yours. The appropriate set of terms is determined by the level of the person to whom you are speaking and the size of the “gap” between your position and theirs.

My husband and I once hosted a Japanese exchange student whose

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family invited us to visit them during a vacation to Japan. At that time, we also planned a visit to a high priest whom we had met several weeks earlier in Boston, MA. When the high priest had learned that we would visit Japan in the coming weeks, he honored us by inviting us to visit him at his temple.

Upon arriving at our student's home, we asked her to place a call to the temple to arrange for a date and time to meet the high priest, as my Japanese was not fluent enough for me to feel confident in conversing effectively on the telephone. Our student was so fearful of using the wrong words to someone in his station that she "practiced" (several times) what she wanted to say before placing the call.

This level of respect, in and of itself, is not a bad thing. A problem arises only when we forget that human

compassion and recognition of the need for human dignity is present in everyone, regardless of their station in life.

I started out respecting this high priest because of his station in life. However, my level of respect for him rose immeasurably when I saw how he treated everyone around him, regardless of their position. He was the high priest of the second-oldest temple in Japan. Not many Japanese citizens rank higher than this man in his country. Yet he did not *demand* respect of anyone - he *commanded* it through his actions, demeanor and words.

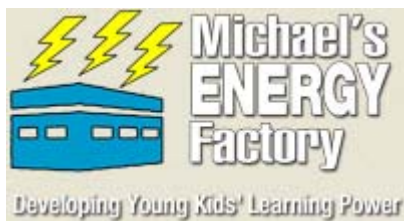
Everything about him was first-class. Although it was not necessary for him to treat those in lower stations with respect, he did it anyway, earning a higher level of respect from everyone around him in more ways than he could have accomplished by simply

demanding respect due to his position, without offering respect in return.

We cannot *demand* respect; we must *command* it. The very act of demanding respect actually shrinks the respect others are willing to give us, usually serving only to cause them not to want to respect us. It is implicit in the demanding of respect that we haven't yet done anything to earn it. The only thing we can reasonably *request* is the benefit of the doubt. Respect is then *earned* by proving we are worthy of the benefit of the doubt.

When was the last time you willingly did something demanded of you, especially by someone you did not respect? How did you feel about having to do it? Conversely, recall a time when something was requested of you by someone you respected - someone who had *earned* your

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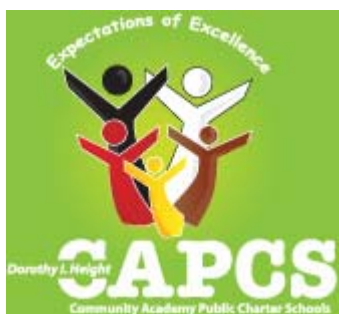


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respect. This is a completely different story.

How do we command respect? Here are 5 tips to accomplish this goal:

1. Offer respect to the other party first.

If everyone waits for the other person to show respect first, how does it ever begin? Earn their respect by offering respect to them rather than demanding it from them.

2. Give the other person your full attention.

People don't feel respected when they know they're not really being listened to, or worse, they're being placated. Maintain appropriate eye contact, limit gestures that indicate nervousness or impatience (such as finger tapping or looking around at your surroundings) and let them know you value their time and offerings as much as you value your own.

3. When you ask for help, come full circle.

Many companies have suggestion boxes, but employees often feel they are "black holes" where suggestions go in, but nothing comes out as a result. Whether you implement employee suggestions or not, take the time to communicate back to them whether or not they will be implemented and the reasons why (or why not). Employee feelings of disrespect are reflected in the all-too-common statement, "*They never listen to me anyway, so why bother?*" Let them know you're listening by letting them know their ideas and suggestions are not falling on deaf ears.

4. Give credit when and where it's due.

Another common statement that reflects a feeling of disrespect is, "*My supervisor takes credit for whatever I do anyway, so I don't offer my ideas any more.*" By leading employees to higher levels of productivity and creativity, we can take credit for being great leaders, rather than having to take credit simply for one good idea.

5. Pre-reward the behavior you wish to encourage.

Rewards do not come only in the form of

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compensation, but also as encouragement, praise and simply “noticing” when someone does something right. Often employees fail to act proactively because they never hear positive reinforcement to let them know they’re on the right track. By rewarding (and even pre-rewarding before it’s completely correct) the behavior you wish to see, you let them know they’re on the right track, encouraging more of the same.

Whether you are leading a company toward higher success, volunteering on a Board where members must be motivated toward a common goal, or even leading your family to be more productive, compassionate and caring members of society, bear in mind that effective leaders don’t demand respect - they command it.

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We conform to all the laws, statutes, and regulations concerning equal employment opportunities and affirmative action. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin, disability status, Genetic Information & Testing, Family & Medical Leave, or protected veteran status, or any other characteristic protected by law. We prohibit Retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint or otherwise oppose discrimination.

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Minority men and community college success

Community colleges are a critical lifeline to higher earnings and a more secure future for many young adults, particularly those with lower incomes. Young men of color are too often among those with the rockiest starts on the path to adulthood. For them, community colleges can offer a new start or a new route to advancement on the job. Unfortunately, the success rate (in this case earning a certificate or degree within three years of enrolling) is only 14 percent for African-American students and 15 percent of Hispanic and Native

American students. Overall, men fare worse than women.

A recent study by MDRC, "Terms of Engagement: Men of Color Discuss Their Experiences in Community College," offers several suggestions for improving this success rate. The study is based on in-depth interviews with 87 young men in four community colleges.

Case in point: Men of color care deeply about their role as provider for their

family. They are often in school again as a route to higher wages, and they typically continue to work while in school. Helping them to balance work and school is therefore critical. Creating more work-study positions could benefit these students, the authors suggest, as could performance-based scholarships that pay students for a GPA higher than a C average. These programs have had large positive effects for a group of mostly African-American women at two Louisiana community colleges.

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Another case in point: These men also prefer to go it alone—not a good strategy for success. They are less likely to seek out counseling, and they less often choose to make friends at school, seeing friendships as an interruption at best and a detour into “bad habits” at worst. Yet research consistently reports that support is key to success, whether that be counseling or student networks that foster connection. Given these students’ disposition to go it alone, it may be more effective to bring counseling and advising services to them, the authors suggest, rather than waiting for the young men to seek out the help. “Student success” courses, in which counselors or other instructors help students set goals and learn study skills, may also help. Likewise, “learning communities,” in which students are placed into small groups that move together through two or more classes with integrated curricula, have shown great promise.

However, as the report finds, *relating* to others, whether counselors or staff, was not the issue for these young men; *respect* was. “Again and again, the men indicated how critical being respected was to their feeling comfortable and engaged on campus.” These young men are also less likely to seek out financial

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aid. Asking for support of any kind, even financial aid, the authors report, seemed to violate their notions of manhood: strong, independent, and self-reliant. Indeed, as the authors found, “most of the students in this study were much more likely to be giving financial support to their families than asking for it.”

Colleges therefore might create workshops to inform students about the array of resources available to help them cover school and living expenses, including Pell grants, state aid, and subsidized loans.

Finally, the young men often felt they were misunderstood and too quickly stereotyped simply by the way they dressed or carried themselves. They also felt that as men of color, they were always fighting an uphill battle. As James, a young black man in the study said, “Our life is completely different. Nobody has a life like a black man. Nobody lives like a black man. Nobody. It seems like it’s just so hard. It’s like everything’s designed for us to fail.”

As the authors write, “These men hoped that attaining higher education would help them escape this fate. For most of their lives, however, they have felt under suspicion simply for being African-American and male. Racial stereotypes linger, and negative associations

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regarding black males affect many of their interactions with the world.”

Hispanic men, meanwhile, felt stigmatized by class prejudices. They felt they were judged—by both fellow Hispanics and others—by their possessions, how they dressed, or what they did in their spare time (for example, lowriding). Many felt pressure to acquire possessions, which may drive their need to work, which in turn limits their engagement in school.

To open up dialogue and combat these stereotypes and impressions, schools could create forums for students, faculty, and staff to discuss race and gender discrimination. Such forums work best when they are managed by a trained facilitator, the authors note.

As the report concludes, more needs to be done to enhance the chances of academic success for young men of color. Such success “is critical not only for their own futures, but also for our well-being as a nation. As President Barack Obama said during his 2008 presidential campaign, “If you feel

good about me, there’s a whole lot of young men out there who could be me, if given the chance.”

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Challenges in Education in Today's Society

Globalization and Changes in Education

By: Ana Maria Marinescu

Recent investigations in the study of demographic trends at global level are currently making light on a very controversial aspect, although ignored by global institutions, like O.N.U., U.N.D.P., G 20, same by organizations with attributions in the educational field (as UNESCO, Youth International Authorities and other). The so-called "demographic winter" phenomenon, which reveals the dramatic consequences of the "modern" life, marked by familial and moral decline, by miscarriage, vulgarization and the homosexuality

"normalization", by the poisoning influence of the majority of mass-media and the "Hollywood culture" are inoculating egocentrism, frivolity and irresponsibility. Considering this demographic trend offers a new dimension to the way in which abundance and resource of the world are distributed and also gives a new vision on elementary educational issues.

The globalization of education is reflecting itself in the extension and unification of educational practices,

used by all those public or private entities, involved as active social educators. Over time, the public education systems in developed or emerging countries, which promote formal education, are illustrating with consistency the practice of a classical education system. In the field of non-formal education there are used more innovating and diverse methods of education, but unfortunately few of this are oriented upon individual behavior reshaping in the global context, and they are looking only to proliferate

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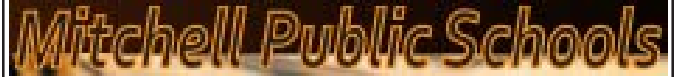


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consumerist habits, by preparing youngsters for a successful professional career start. The presence of NGO's with international coverage and professional training companies has fixed the currently understood "development in education" in comfortable limits. This makes room for a reshape of educational fundamentals and, more obvious, for the ultimate purpose of learning.

Most people think that education should equip them with the proper exploitation instruments so that they can forever trample over the masses. Still other thinks that education should furnish them with noble ends rather than means to an end. The function of education, therefore, is to teach one to think intensively and to think critically. But education which stops with efficiency may prove the greatest menace to society. The most dangerous criminal may be the man gifted with reason, but with no morals.

Socially speaking, the technological revolution, the broaden access to information and the modern lifestyle facilities have made possible the appearance of an irreversible phenomenon in the conflict between generations. In our present times, the children, "sons of globalization" have access to multiple sources of information, with the internet being most of the time an instrument of self-education. The balance is leaning in the favor of the power of informed youth, who become "the teachers", explaining the new world order to the eldest. This theory takes into consideration the acceleration of technology and the way of our lifestyle, but, beyond its observational character, it does not bring up the discussion on the relevance of educational systems, visible outmoded, which attempts to destroy the moral and statutory principles. The wisdom is transmitted from the old generation to the youth, and not backward.

Therefore we are raising the question regarding the way organisms responsible for educational issues should reconsider the basic fundamentals of this basic activity, which clearly has guided the evolution of our world so far. It isn't enough for organizations like U.N.E.S.C.O or U.N.D.P. to confront the absence of primary education and the discrimination regarding access to education in underdeveloped countries, to avoid resettling the educational needs inside an inappropriate system. It is necessary to deal with these aspects in proper time, because we consider education the key-element which can slow down the process of planet and people self destruction.

The proposal regarding fundamentals reshaping and reviewing the individual education, approached in all

stages and cycles of life, starts with the assumption that “Man has to be educated to act responsible towards the environment and civilization, and not interfere in the harmony and balanced world development with his behavior”. This observation, not exactly recent, triggered a chain of initiatives in the educational system in countries like France, Italy, Germany, including Romania, but I consider that implementing a discipline of Civic Education, in the gymnasium module is not enough, neither convincing.

We feel that the new fundamentals and principals of education, which must be known, understood and applied by every teacher, through all the range of educational processes in the long life learning of individuals, and also in the non formal educational process, whereat people have access during existence are:

1. Self-consciousness - is essential because it allows every individual to find his role in society, to know his weak points and to develop them according to his unique talents genetically inherited. A person aware of his/her self can easily act in choosing the occupation or the carrier to practice that he or she will be able to direct his energies to and recognize the real problems that the world and society faces. Consciousness-based education, introduced in 1971 by Maharishi Mahesh Yogi, is unique in its ability to effectively develop the total brain potential of every student.

2. Stimulating creativity - this special quality is reflected in the mental and social process of generating new ideas, concepts, associations, and permits individual adaptation to unpredictable contexts and situations. There

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are simple techniques, associated to lateral thinking that can promote this capacity, for example: improvisation, fiction as imaginary product, (Randomness, Improvisation, P.S.).

3. Communication - in the actual forms and methods used as learning practices, communication is not capitalized at being the supreme value, because mostly individual activity it's encouraged, which promotes inappropriate values like egoism, indifference, self-interest. Without communicating problems and discussing difficult situations, there is no way to claim solving the issues in optimal parameters of time, quality and accuracy. The man can not act in terms of social responsibility, as a "macro attitude", which I consider as being shallowly approached, especially in the economical environment.

4. Promoting a responsible role in society - education must train one for quick, resolute and effective thinking. To think incisively and to think for one's self is very difficult. We are prone to let our mental life become invaded by legions of half truths, prejudices, and propaganda. At this point, I often wonder whether or not education is fulfilling its purpose. A great majority of the so-called educated people do not think logically and scientifically. Even the press, the classroom, the platform,

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and the pulpit in many instances do not give us objective and unbiased truths. To save man from the morass of propaganda, in my opinion, is one of the chief aims of education. Education must enable one to sift and weigh evidence, to discern the true from the false, the real from the unreal, and the facts from the fiction. This is the way in which he or she could develop and exercise an active role in society.

5. Changing opening - in order to be able to intervene in the actual course of the life circle, accepting and promoting the changes is considered a healthy habit, which stimulates the flexibility and the disruption of existing corporately stereotypes, which are heading humanity to destruction, because of the ignorance or simply because of unknown problems that Terra is facing. From this perspective, the change tackling implies a real transformation at psychological level and of human behaviour, therefore to satisfy those priorities needed to be handled immediately. Here we refer to: the necessity of a re-conversion of world economy from a military economy to civil one, immediate solutions for energetic and environmental problems, as well as for the underdevelopment and poverty aspects propagated into the world.

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6. Global vision upon world - the actual educational system, as a whole, is constituted by a sum of operations (method -> evaluation -> communication), whose final objective must reflect a pragmatic and global view on the world. At present, the youth is informed regarding global problems through sources like mass media, not making possible a healthy analysis, not making possible a debate and a thoroughness facilitation that could lead to the understanding and building-up personal opinions regarding aspects like underdevelopment, global economical relations, international monetary system, etc.

7. The ability of solving problems - solving problems is the easiest way to re-create conditions and actions in an artificial manner, experience which allows pupils and students to deal with in a constructive way and to develop solutions for different problems. Learning systems which are basically constructed like this are superior because it helps individuals to recognize and adapt to specific economic, social, psychological, spiritual context and to detect real problems in any form, associating optimal alternatives of decision. For example, simulating a complex economical context for a start-up enterprise leads to the stimulation of individual creativeness and decision-making abilities.

8. Multidisciplinary teams - to permit the reshaping and the restructuring of scholar curricular in the needed form in order to develop these abilities and capacities, we are suggesting even some changes in the study of discipline, considering the logical and contextual relations between them, providing an understanding of all existing correlations at a certain point. For example, Public Finances should be studied in the International Monetary System context and not separately. At the same time this characteristic involves, according to those said before, the start point of collaborations between students coming from different specialization, in order to accomplish complex projects with a multidisciplinary approach. In this case, the elaboration of a business plan would unite students from different specializations in economical science discipline (services, marketing, management) and students from engineering, agriculture and others profile Universities.

In recent years, there have been promoters that recognize the importance of remodeling and updating the learning systems and they have introduced some of this principals through various pedagogic and psychology methods and ideas, which became guide-lines in Universities educational activities from regions around the world. A recent example at this point is the study made by Clay Shirky, author of "Here Comes Everybody", in which he proposed an innovating

learning model, named Open Model of Education. In the Closed Model of Education or Classical System, education is limited because the ideas that a school or district can consider can come from only a limited number of sources, usually teachers, administrators, and consultants. A great deal of thought must be put into the consideration of ideas because the time and cost of failure are so high. Time spent with meetings, staff training, and materials, has a cost. This means the filter for ideas is very high. Only those ideas that seem to have the most benefit will be implemented, though there is no way to know in advance that one of the ideas picked will bring the desired benefit, and one of the ideas left on the table could be the most effective and beneficial.

It is true that by putting into practice an educational system based on the same universal fundamentals it essentially means stimulating globalization through its universal optic itself. Although the manner in which this model contributes to the globalization phenomenon is clear, still we must consider the fact that the final purpose of education is no other than confronting globalization's effects and influences, as well as the global negative impact upon environment and, ultimately, upon the way people live everywhere. Education will allow us to know the actual estate of the world, with all its pluses and minuses, and also will increase the awareness of the impact of every individual upon the world and upon the next generations. In other words, we consider politics, economy or administrative sciences weapons of less importance in the process of global issues eradication, compared to education, as a social science.

To conclude, I would like to specify the way these ideas were generated and which were their fundamentals. This actual study is not a result a thorough research activity, neither a genius idea. I am myself a "product" of a classic, formal educational system, but also had some benefits from the non-formal educational system by involving myself in a volunteer organization that developed soft skills and hard skills both. I consider that these educational practices are not adapted enough to the global context that we are facing everyday, and that specialized literature is exposing, bringing up to light its pronounced effects of human existence on Terra. I am a person that does not hold sufficient information and power to be a voice and to be able to get involved in a sustainable and constant development of society, whose values are not profit, nepotism, indifference towards future generations, but responsibility to create and offer equal chances. I am an ambassador of a civilization which is plunging headfirst, shy daring to change the dissonant order and murderously world.

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Communicate and Prosper!

By: Helen Wilkie

How much has poor communication cost your company in the past twelve months? Chances are, you have no idea. Chances are even better it's a lot more than you can afford.

But you won't find the numbers in the financial statements or year-end departmental reports. Nothing shows up saying "lost productivity due to miserable meetings" or "missed business opportunities through sorry selling skills" or "employee quit because there's no

communication around here."

Why? Because most people aren't sure what communication really is.

Consider this: When companies conduct internal needs assessments, communication virtually always surfaces near the top of the list. But if you ask ten people who put it on the list exactly what they meant, you'll get ten different answers. People often can't pinpoint the problem—they just have a vague feeling communication isn't happening. Unfortunately, this

vagueness relegates communication to the bottom of the action list.

Truth is, communication isn't some warm and fuzzy "nice to have"—it is nothing less than the lifeblood of your organization. If blood doesn't circulate at just the right pressure and speed to all parts and extremities of the human body, that body sickens and eventually dies. So, too, does an organization where communication doesn't flow freely.

Communication isn't limited to vision

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and mission statements from the top; it's not just news releases publicizing financial results or new product announcements; it's not just internal or client newsletters, annual reports or videotaped messages to the troops. These are all important, but they form just a fraction of the communication—and miscommunication—that takes place every day in the workplace.

What I call applied communication is written, spoken and non-verbal interaction among people in order to get things done. It takes co-operation to create a product. It takes collaboration to approach a new market. It takes teamwork to implement a strategy. It takes this applied communication to oil and run the machinery of business. And if that machinery breaks down—as it often does—a great deal of money is lost. It's in this area, applied communication, that we need to look for the financial drain.

Loss of time

What does your time cost the company for each hour you are at work? A good rule of thumb in calculating hourly cost is: annual salary divided by 2000 (based on 50 40-hour weeks). When you know this figure for your own time as

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Teton School District 401

Serving the Teton Valley and surrounding area of Driggs, Idaho

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well as that of your staff, you can begin to calculate the cost of applied communication at work.

Meetings

Regardless of its purpose, a meeting is an exercise in applied communication: you speak, you listen, you interact. I've never met anyone in business who has not complained about meetings: too many, too long, too boring. I would add to that: too expensive.

Consider meetings that are supposed to last an hour but somehow expand to use up most of the afternoon. Calculate the hourly cost of total participant time and multiply by the length of the meeting—and keep in mind that the higher level the participants the more expensive the time. The result may not sound too alarming, until you consider how many of those meetings take place in your organization every day, every week, every year. Do the arithmetic.

Correspondence

Letters, reports, memos, and now the ubiquitous e-mail—

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written communication is an integral part of doing business. Unfortunately, statistics show that corporate employees spend altogether too much time writing it, and badly at that, so that those on the receiving end spend too much time reading it!

If a \$40,000-a-year employee spends just two hours a day reading, writing and managing e-mail, that's a \$9,000 annual cost. Judging from what people tell me about their work habits, two hours a day is a conservative estimate. And what about those at much higher salary levels who spend much longer writing every day? Do the arithmetic.

Presentations

People at all levels present information in a variety of settings in the workplace every day. These presentations not only consume many hours in the creation and preparation, but also the expensive time of those who must listen to them. Unfortunately, poor presentation skills often result in a futile exercise that communicates less than a simple written report. How many useless presentations take place in a major corporation every day? Do the arithmetic.

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Loss of business

Sometimes salespeople know their “pitch” so well that they

totally ignore any input a prospective customer might give them. They barely shake hands and sit down before they start talking. They blithely prescribe their product or service as the cure for a problem, without even finding out if such a problem even exists.

But an effective sales process is, in fact, a conversation, a two-way exercise in applied communication. Done poorly, it can result in lost sales and missed opportunity for ongoing business relationships.

Customer loss doesn't happen only in the sales process, but can also be spurred by an inept “customer service” exchange. When someone calls to complain, the client

relationship is at a fragile point. It can be repaired through the right message well delivered, or broken beyond repair by poor communication. When we consider the total lifetime value of a customer relationship, we can truly appreciate the real dollar cost of poor communication.

Loss of people

Whatever people tell their bosses about their reasons for leaving the company, exit interviews often tell a different story. One of the most common reasons cited is that they don't feel anyone listened to them.

Day after day in the workplace, millions of people go through the motions of talking with each other in person and on the phone, constantly connected through technology, and never truly communicating with one another.

Study after study tells us that recognition and respect are more motivating than money, and one of the best ways to show people they are valued is to listen to them. Sadly, listening is probably the most underused of all the communication skills.

So people leave. How much then does it cost to replace them? Studies give a wide range, from a low of 25% of salary, plus benefits, to a whopping 150%. Employee replacement represents yet another huge cost that can at least sometimes be charged to poor communication.

By improving the way people (and I mean people at all levels) interact in order to get things done, we can increase productivity—with its attendant positive impact on the bottom line.

We Support The Hiring And Advancement Of All Minorities

**Central Union
School District**
“Every Child is a Star”

15783 18th Avenue
Lemoore, CA 93245-9742
www.central.k12.ca.us

We are an equal opportunity employer and educator who fully and actively supports equal access for all people regardless of race, color, religion, gender, age, national origin, veteran status, disability, genetic information or testing, family and medical leave, sexual orientation and gender identity or expression. We prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint, or otherwise oppose discrimination.

We Are Committed To Career Opportunities For All



MORTON SCHOOL DISTRICT #214

P.O. Box 1219
Morton, WA 98356-0048
www.morton.k12.wa.us/

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We Support The Hiring And Advancement Of All Minorities



77 Santa Barbara Road
Pleasant Hill, CA 94523-4215
www.cocoschools.org

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We Support The Hiring And Advancement Of All Minorities

Colfax School District *Home of the Bulldogs*

1110 North Morton Street
Colfax, WA 99111-2133
www.colfax.k12.wa.us

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We Support The Hiring And Advancement Of All Minorities

Creston School District #073



Home of the Wildcats



485 Southeast "E" Street
Creston, WA 99117-0017
www.creston.wednet.edu/

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*We Support The Hiring And
Advancement Of All Minorities*



5802 20th Street East
Tacoma, WA 98424-2000
www.fifeschools.com

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*We Support The Hiring And
Advancement Of All Minorities*



**1015 East Weekland Road
Dallas, TX 75241
www.gatewaycharter.org**

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We Are Committed To Career Opportunities For All



33500 Van Born Rd.
Wayne, MI 48184
www.resa.net

Wayne County School Districts

Equal Opportunity Employers

Crestwood School District
Dearborn Heights School District No. 7
Ecorse Public Schools
Flat Rock Community Schools
Gibraltar School District
Grosse Ile Township Schools
Huron School District
Livonia Public Schools
Melvindale-Northern Allen Park Public Schools
Northville Public Schools
School District of the City of Dearborn
School District of the City of Hamtramck
School District of the City of Lincoln Park
School District of the City of Wyandotte
Southgate Community School District
Taylor School District
Wayne RESA
Wayne-Westland Community Schools
Westwood Community Schools
Woodhaven-Brownstown School District

Wayne County school districts support equal employment opportunities for all people regardless of race, color, religion, gender, age, national origin, height, weight, veteran status, disability, pregnancy, genetic information, marital status, familial status and any other basis protected by law.