

A man in a dark suit and blue shirt is sitting on a black bench in what appears to be an airport or transit station. He is looking down at a tablet computer he is holding in his hands. The background is a blurred, bright space with structural elements like beams and lights.

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Spring 2015

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In this Edition:

80% of All Acquisitions Fail - Five Rules to Improve Your Chance of Success.....age 4

Conventional Management Training Doesn't Fit.....Page 11

Game Your Way to Greater Productivity.....Page 14

The Most Important Question for Marketing Your Business.....Page 17

Business Owner Burnout.....Page 22

It Takes an Ocean of Emotion To Have a Successful Business.....Page 28

Follow The Flow and Leave Procrastination to HistoryPage 30

Motivational Skills Can Be a Valuable Element in an Intro to Business Course.....Page 36

Developing Leaders in The Pharmaceutical Industry.....Page 39

Personal and Professional Development - What's The Difference?.....Page 45

Success Intelligence.....Page 48

5 Key Steps to Create, Develop, and Work Your Best Plan.....Page 50

Teaching English-Language Learners in Mainstream College Course.....Page 54

Technology Can Help STEM Education Flourish.....Page 59

How to Give a Dynamic Presentation.....Page 63

Ten Steps to Early Career Success.....Page 71



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www.MinoritiesAndSuccess.com

Publisher.....MSPG, Inc.
Web Design.....Avrin Design
Editorial.....Frank Baethe
Lay out Design.....Karri Schirmer

Free Subscription for Colleges, Libraries and Minority
Employment Organizations. \$29 all others

Your comments are encouraged. Please write to:
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Vol. XXIV No. 2 ISSN# 1058-6318

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80% of All Acquisitions Fail - Five Rules To Improve Your Chance of Success

By: Rick Johnson

As evidenced by the results of the merger mania of the 90s, many industry experts believe, as was the case in the previous decade, that as many as 80% of acquisitions do not succeed, resulting in billions of dollars invested in failure. Because the majority of acquisitions do not meet the original goals and objectives of the acquirers or other conditions change, some 40% of all businesses acquired will again be sold off within three to five years, according to available statistics.

Merger Syndrome

Failure starts with the merger syndrome. The merger syndrome is the common almost automatic reaction that most employees display when their company is acquired. The human reaction in the acquired company is usually suspicion and fear. This “merger syndrome” has a rapid, negative effect on business performance, and can have lasting effects if it is not addressed in a systematic way within 60 days of the acquisition. More often than not, it is

not recognized or it is just ignored.

A Missing Link

During the 12 to 15 months of the acquisition process, a large army of internal and external specialists is available to negotiate and structure the transaction. However, once the deal is done, similar resources are not available to assist in the complex task of managing the transition. It is usually left to managers who have

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little or no experience in managing such a massive series of changes in the short time available.

The “Missing Link” in the corporate structure is the professional transition manager. This is the experienced person who understands the strategic goals, has the resources to gather the necessary factual data about the acquired company, and the know-how and track record to deal quickly and effectively with the complex issues of transition management.

Common Mistakes Made By the Acquiring Company

The following are common mistakes many acquiring companies make which contribute to merger failures:

- o Generally, there is inadequate evaluation of the compatibility of the acquired company in terms of style, structure and business practices. There is often a culture clash between the two companies.
- o Top management does not have the time to plan the transition in the period prior to closing.

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o Managers underestimate the negative reactions to being acquired because these usually are not openly expressed.

o In an effort to reassure employees in the acquired company, statements are made like “Nothing will change,” or “There will be no changes in management,” which immediately undermines credibility.

o Management does not appreciate how much effort is needed to gain credibility with the people in the acquired company.

o Commitments are made which subsequently are not honored, thus undermining confidence in the new management.

o The transition process is too lengthy and because decisions are not made quickly, the negative reactions in the acquired firm become a dominant force.

o The transition manager or transition team cannot get access to objective information and are forced to make decisions based on misleading or inadequate data.

o Management in the firm making the acquisition is inclined to try to assimilate the new subsidiary into their

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established way of working rather than adapt and recognize the merits and value of culture in the acquired firm.

o The assessment of people to hold key positions in the new combined organization is biased toward employees of the parent and not based on an objective analysis of position requirements and the talents of all available staff in both companies.

Five Simple Rules

There are five simple rules for successful acquisitions, and they have been followed by all successful acquirers since the days of J.P. Morgan a century ago.” (Peter Drucker)

Rule One: An acquisition will succeed only if the acquiring company thinks through what it can contribute to the business it is buying, not what the acquired company will contribute to the acquirer, no matter how attractive the expected “synergy” may look.

Rule Two: Successful diversification by acquisition, like all successful diversification, requires a common core of unity. The two businesses must have in common either markets or technology, though occasionally a comparable production process has also provided sufficient unity of experience and expertise, as well as a common language, to bring companies together. Without such a core of unity, diversification, especially by acquisition, never works; financial ties alone are insufficient. In social science jargon, there has to be a “common culture,” or at least a “cultural affinity.”

Rule Three: No acquisition works unless people in the acquiring company respect the product, the markets, and the customers of the company they acquire. The acquisition must be a “temperamental fit.”

Rule Four: Within a year or so, the acquiring company must be able to provide top management for the company it acquires. It is an elementary fallacy to believe one can “buy management.” The buyer has to be prepared to lose the top incumbents in the companies that are bought. Top people are used to being bosses; they don’t want to be “Division Managers.” If they were owners or part owners, the merger has made them so wealthy they don’t have to stay if they don’t enjoy it. And if they are professional

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managers without an ownership stake, they usually can find another job easily enough. To recruit top management is a gamble that rarely pays off.

Rule Five: Within the first year of a merger, it is important that a large number of people in management groups of both companies receive substantial promotions across the lines - that is, from one of the former companies to the other. The goal is to convince managers in both companies that the merger offers them personal opportunities.

The New York Stock Market certainly senses the importance of the Five Acquisition Rules. This explains why in so many cases the news of a massive acquisition triggers a sharp drop in the acquiring company's stock price.

Nevertheless, the executives of acquirers and targets alike still largely ignore the rules, as do the banks when they decide to finance an acquisition bid. But history amply teaches that investors and executives, in both the acquiring and acquired companies, and the bankers who finance them soon come to grief if they judge an acquisition financially instead of by business principles.

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For New Managers - Conventional Management Training Doesn't Fit

By: *Helen Wilkie*

Conventional management training typically consists of single, time-limited workshops or seminars. The length of the event varies by position level, function or business discipline, and size and structure of the employer organization.

For new managers, this model has inherent shortcomings:

o The large amounts of new information that must be crammed

into a short time is overwhelming and often leads to feelings of panic.

o Participants can't put the new learning into practice until the course is over, leaving no opportunity to ask questions of instructors or colleagues after they try the techniques in the course of their jobs.

o In-house management training often incorporates company-specific material. Although well-intentioned, this practice confuses the issues, and too often fundamental management

skills don't receive adequate attention.

o Courses take new managers away from their tasks at exactly the time when they need to give all their energies to the job. Not only does this dilute their concentration, but when the course is finished, the urgency of the day-to-day job activities leaves little time or opportunity to implement the new learning.

o There is an emphasis on "leadership skills", including concepts like authenticity, cultural fit, conceptual

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thinking. These are, of course, important, but inexperienced managers are struggling with the practical challenges of running meetings, making presentations, managing difficult employees, hiring and firing team members and a plethora of other everyday management activities. New managers can strongly relate to the old expression, “When you’re up to your ears in alligators, it’s hard to concentrate on draining the swamp!”

New managers need a new approach.

The corporate world needs a new training model specifically tailored to the needs of new and recently appointed managers. This model should:

- o Focus on universal management principles. At the more senior management levels, issues are more situation-specific, but the problems facing new managers are universal in nature. These problems and their solutions should be the focus of the training.

- o Provide for ongoing on-the-job learning. One-time programs, whether they last for half a day or two weeks, leave participants wondering how to put the techniques into practice while “putting out the fires” of everyday workplace life. An effective training program will allow managers opportunities to implement the newly learned practices and techniques and discuss the results.

- o Make use of technology where appropriate, but also of the human element so essential to effective learning.

- o Cover practical skills for management tasks such as running meetings, interviewing job applicants, planning and goal setting, etc., as well as conceptual subjects such as emotional intelligence and leadership.

- o Explore the concept of career management. This should include the importance of taking responsibility for their careers, and the best practices on how to do so.

- o Follow the principles of adult learning by first conveying information about a subject, then providing examples of real-world application, and finally giving guidance on how to implement the ideas in the workplace.

When it comes to management training, one size does not fit all. If they are to fulfill their promise, those who are new or recently appointed to management need separate training that provides specific education in the universal skills of management.

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GAME Your Way to Greater Productivity

By: Kevin Eikenberry

There are many events outside of the workplace that can negatively impact workplace productivity. A major holiday and major sporting events (like the Super Bowl, World Cup or NCAA Basketball Tournament) are a few of these possible distractions.

As people begin to think about, talk about and focus on these events, their focus may leave their work.

Think about it: how many tournament brackets are filled out on office time?

How much Christmas shopping gets done online at the office every year?

This change of focus can lead to significant losses of productivity. As leaders we can't remove the distractions - the events will still occur. Our job instead is to do what we can to recognize and take advantage of the situation however we can.

I suggest the GAME approach to maintaining focus and productivity in the face of these outside distractions.

Let me explain.

G - Gauge the real level of interest.

A - Acknowledge the potential distraction.

M - Motivate employees by maintaining high expectations through this time.

E - Enjoy the opportunity to connect with your employees.

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Let's look at each of these strategies in a bit more depth.

Gauge the Real Level of Interest.

Don't assume that everyone is interested or distracted! Taking a "Henny-Penny the-sky-is-falling" approach will surely overstate the situation. Are some people talking about the pairings for the World Cup or NCAA tournament? Of course they are! But some people could care less about soccer or basketball (and might not be able to tell the difference between the two sports). When you realize that it might not be everyone, it will put your mind at ease just a bit.

Acknowledge the Potential Distraction.

Share your concerns with your staff. Let them know that you know the big game is exciting and while you want them to enjoy it and talk about it, that you are concerned about productivity. Tell people it is natural and fine to be excited and that you hope some of that excitement can "rub off" onto the work. As a young professional, my boss suggested I literally stay away from work to watch my beloved Boilermakers in a first round NCAA Tournament Game. Working on the west coast the game was in the morning. His suggestion was to stay home, watch the game and come in as soon as the game was over. His only other request? Call in with a halftime score. How motivated and productive was I when I came to work that day, and for the rest of the week? I hope you know the answer (Go Boilers!). Not only that, but I still tell that story now more than 20 years later.

Motivate employees by maintaining high expectations through this time.

While you should acknowledge any productivity concerns you have, you can also take a different approach. Consider mentioning and acknowledging the distraction and then refocusing attention on an immediate goal. If people have a short-term, highly-motivating goal or another important task to work on; their focus will be gently shifted away from a complete focus on the hype of the games or upcoming holiday. Putting that goal or challenge in front of them can be an extremely motivating thing to do! You will likely generate even more focus if you can somehow creatively tie the achievement of the goal to some down

time for the big game or event. For example: If we get this shipment out by noon, anyone who wants can take a long lunch to watch the games, do Christmas shopping or whatever is appropriate given the circumstance. Of course - if people aren't interested in the event, they can take a long lunch too if they choose or possibly leave a little early at the end of the day.

Enjoy the opportunity to connect with your employees.

If you are a fan too, use this as a way to connect with your team (your work team that is). Have a pre-game celebration. If the games are on during the week, put a TV on showing the games during lunch. Be involved in any of the other activities surrounding the event. As a leader this may be an outstanding opportunity for you to build rapport and trust within your organization and deepen relationships with your employees.

Use the GAME approach in times of distractions and you will be leading more proactively. At the same time you will be maintaining or growing productivity and team morale.

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The Most Important Question for Marketing Your Business

By: *Sandy Geroux*

Consider this question: Would you recommend this service/product/person to a friend?

Some experts believe the above question is the only one that matters when building your business through the effective use of customer referrals and repeat business. They're partially right... If you're attempting to build your business through referrals (and what

good company isn't?), this question is of ultimate importance.

However, I would also ask a follow-up question: Why or why not?

Knowing that your customers would recommend you is great - but not knowing what they liked best (or appreciated most) doesn't help you do more of it or advertise that fact to others. And knowing simply that your customers wouldn't recommend you does not help you correct the specific

problems that caused their reaction. Generalities don't help us - specifics do. We need specifics in order to implement corrective action - indeed, in order to know which corrective action(s) need implementation.

Focusing on whether your customers would the answer this question "yes" or "no" (and why) helps you:

- focus on specific areas of quality, timeliness and value of your services;

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- stay one step ahead of your competition by knowing exactly what you have to offer that they don't;
- constantly re-evaluate your current level of offerings and service, adding new products, services and value whenever possible (or necessary); and
- do the basics more and more effectively (which many of us commonly overlook or minimize the importance of doing).

It is not the straining for great things that is most effective; it is the doing of the little things, the common duties, a little better and better.

- Elizabeth Stuart Phelps, 1844-1911, Writer

Whenever we look for new ways to do business, we often overlook the basics, forgetting that differentiating yourself by excelling in the common services people desire is more noticed and appreciated by our customers than trying to wow them with a brand new service while ignoring their ordinary, everyday needs in the meantime.

So, how do we determine where improvements can be made?

- Look hard at this question; ask it objectively of yourself, based on your last several dealings with customers. Would you recommend yourself if the same things had been done to you by another service provider? If not, how can you improve? If so, commend yourself on a job well done. Even if they went well, what area(s) can you make even better? After all, since we're all human, there is room for improvement in almost anything we do.
- Ask your customers. Send a questionnaire to your customers and don't be afraid to ask what they didn't, in addition to what they did, like about your services. This takes courage, but any feedback you receive will be of assistance in helping you improve. In addition, keeping these answers in mind also helps identify what you're doing right and capitalize on that in future marketing efforts.

- Be aware of other people's customer service, marketing (and other) practices. These don't even have to be in your field. Ideas abound everywhere! Whenever you see a great product or service, brainstorm ways to customize the concept for your industry.

For example, I watched the TV show, *The Apprentice*, one night. On that episode, one of the teams designed a brochure for a car. The brochure was die-cut in the basic shape of a circle and featured the very distinctive grille of the car on the front of the brochure.

The team also asked customers at a car dealership what one word came to their minds when they saw the car (which was displayed at the dealership). They wrote down all the customers' words (such as excitement, passion, energy). Then they took several emotion-packed words and put one word on each page of the brochure, accompanied by a dictionary-style definition of the word and an exciting photo of the car.

The brochure contained no other words except contact information - it was simply meant to generate awareness, excitement and a desire to test-drive the car and get more information about it. The brochure was BEAUTIFUL! Car company executives loved it so much, they actually put the brochure into production to market their new car.

How can you apply this concept to your business? Ask your customers what one word comes to mind when they think about you and your products and services.

Hopefully, words like dependability, honesty, integrity, and excellence will arise. If so, determine how to work these words into an exciting piece (post card, letter, website, business card, promotional ad) to create a desire in your customers to check out your services - and hopefully to use them.

Watch TV, listen to radio, look at billboards, read magazine ads... listen to your colleagues and brainstorm with them, keep an eye on your competitors. When you open your mind to the possibilities that exist in the abundance of exceptional ideas that surround us daily, and incorporate them with specific and timely feedback from your customers, it's amazing what you can develop for use in marketing your own business.

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BUSINESS OWNER BURNOUT: 5 WAYS TO NIP IT NOW

By: Dawn Drozd

Anyone who has ever launched a business knows that stress goes with the territory; long hours, insufficient family time, and endless decision-making create a pressure cooker environment, even for those with nerves of steel. Unchecked, the strain can easily lead to burnout, not to mention business failure.

One owner I know, three years after opening his business was so frazzled that he was ready to close up for good.

He was working 70 hours a week, pouring his own money into the company every month to make up for cash shortfalls, having difficulty keeping employees, and struggling to cope with the toll it was taking on his marriage. Burnout had struck with a vengeance.

If you burn out in a corporate environment, you can fix it by switching jobs. It's disappointing, but there's significantly less at stake than for a business owner who has his or her heart, soul and resources tied up in a company.

If you burn out in a business venture, it's typically the result of intense pressure built up over time. It's infinitely harder to walk away because that would mean abandoning your dream, leaving your employees jobless, and facing sometimes dire financial and psychological consequences.

That's why it's important to take preventive measures to avoid letting your business drive you to burnout.

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Here are a few simple ways to nip burnout in the bud:

1. Build a knowledge base.

You may know everything about plumbing, but that doesn't mean you know how to run a plumbing business. Learn the financial and marketing basics before you open your doors and continue educating yourself as you go along.

2. Have a plan.

Your initial business model may have looked good on paper, but it may not work precisely as planned and now you may be feeling unfocused, without a clear direction. The best path is to create an action plan every 90 days based on the lessons you're learning along the way.

3. Connect with other business owners and share ideas.

As business owners, we often carry the weight of our business on our shoulders. Simply having

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someone in business but outside of “your” business, to collaborate and share with can invigorate you as well as help to alleviate stress.(

4. **Celebrate your accomplishments.**

Take time to review what has gone right in your business. Too often we just stay on the hamster wheel with our eye on what’s next. Stopping to “smell the roses” and focusing on the positive can have a huge impact on reenergizing the company.(

5. **Get a coach.**

When you own a business, it’s often difficult to see things clearly, especially when the going gets tough. You’re too close to the situation, you’re stuck in a rut, and you may not have the business background to know how to climb out. Turning to personal mentors, coaching businesses such as my company, ClearVision, or volunteer organizations like SCORE can give you a fresh perspective, as well as the benefit of their broader experience.

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It Takes an Ocean of Emotion to Have a Successful Business

By: Helaine Iris

“If you do what you’ve always done, you’ll get what you’ve always gotten.” Tony Robbins

Stop for a moment and think about what type of energy is driving you to put another day into your business. Would you say your motivation’s coming from a painful thought - “I better make this sale so I can make payroll”, or based a pleasurable thought, “I can’t wait to satisfy my next customer. Be honest with yourself.

Think about a time in your life when you have been profoundly moved.

Was it a personal experience, or a global happening? Remember when the Berlin wall came down, or, the first photographs of earth from space? Have you ever been at a birth? When I witnessed human birth for the first time it took me days to get my feet back on the ground. What gets stirred in you when you are deeply moved or inspired by the awesome penetration of life into your awareness is emotion.

Emotion is fuel. Powerful fuel. Anyone inhabiting a human body knows this. The range and nuance of human emotion is paradoxically both vast yet quite finite. I think all emotion can be

boiled down into two essential categories - pleasure or pain. And depending on what’s driving you, you either head toward or away from what you want.

Painful emotions are real, and have an enormous impact on both the quality of your life in the present and your ability to take action and create the life you want. A memory of rejection for example may continually impact your ability to step forward with confidence. All painful emotions come from the past and are usually unconscious, influencing the way you think, feel and act. Ugh.

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Pleasurable emotions on the other hand are great! There's no need to analyze why or where they come from. Pleasurable emotion is what gives birth to your inspiration and empowers you to move forward, take action and see possibility. Falling in love, witnessing triumph over desperate odds - do you remember the photograph of the Chinese student stopping a tank in Tiananmen Square? We've all experienced the effect that positive emotion offers bringing with it the power to move mountains.

When you get right down to it its emotion, all emotion that acts as the primary driver of your entire experience. It ultimately determines your ability to take action and succeed or stay stuck where you don't want to be. But here is the real key.

You have a choice. If you want to move forward, be successful, achieve greatness, or simply live fully in each moment, you must learn to master and use your emotion to your advantage. Tap into a memory that produces strong positive emotion, and you will connect with the energy of possibility. Learn to attune to inner cues and catch yourself when you are being ruled by painful emotion. Make it a habit to ask yourself throughout your day, what's driving me right now? Pleasure or pain? Use the vast ocean of emotion to fuel your life in the direction of your dreams.

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Procrastination -

Follow the Flow and Leave Procrastination To History!

By: Michala Storm

How does flow work and how can you use flow to improve your results?

These were some of the questions that popped into my mind one Monday Morning as I was facing the increasing workload at my desk. Don't get me wrong - I'm passionate about my work.

But sometimes it can be overwhelming which could lead to procrastination.

So I decided it was time to deepen in on how to make the most of flow and talk to other people, whom I consider "flow-masters", about their best kept strategies for how to use flow to increase your productivity.

What I found was that there is a lot to learn about the dynamics of flow before you can actually begin to fully benefit from "Follow the flow" as a strategy that will leave procrastination to history and produce real and rewarding results.

So what did I learn about flow so far?

To be honest, first of all I learned that "flow" is such a huge and interesting subject that in order to better understand it, I prefer to break it down into smaller elements that are all part of the bigger "flow-puzzle".

Following skills are all important elements of how to make the most of flow:

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1. Focus
2. Technique
3. Flexibility
4. Patience

In other words, if I was a baker my recipe for a how to “go with the flow-cake” would have to include all of the above ingredients - then I would put the “flow-cake” in the oven and be very focused on the timing.

Because regardless of how great of a “flow-master” you become by fine-tuning all of the above skills, “timing” and the ability to take pauses are both crucial to real and rewarding results.

No matter what, flow cannot get accomplished if the timing isn't right.

I saw this first hand as I was watching the surfers at Ocean Beach in San Diego. These surfers were definitely all very skillful as far as their techniques went. But more important, they were all “beyond patient” while they were lying flat on their boards waiting for the next wave to show up.

No skills will ever make the waves come in any faster than they do.

My conclusion was that timing and the ability to pause (when there are no waves) seems to be a very big part of what make the surfers successful in making the most of the flow.

There is no time to procrastinate when the wave arrives; you've got to act at the precise right time and make the most of the wave while it is at its highest.

The same principles apply when you want to make the most of flow and apply it to your every life to make the most of you time. For example, haven't you ever noticed how much easier it seem to clean up your house when you are in the flow, not to mention getting your day-to-day work done?

This process of making the most of the flow, all requires that you begin by being very alert and pay close attention to the flow in your everyday life. Then you got to be flexible and know enough about the dynamics of flow to be able to go with it.

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Someone wise once said that, “real power has no force”.

And if there is one thing that I learned about flow, then that would be that there is absolutely no way that you can force flow to happen. However, you can learn to fine-tune your skills (the ingredients that you need to make the “flow-cake”) and this will enable you to make the most of flow.

Although I believe that being in the flow actually is a natural state, it is important to accept that there will be times when the waves are low and it seems like there isn't any flow to follow.

And there could be a very good reason for that; you simply need to pause!

As human beings, I don't believe that we are designed to act all of the time - there is definitely a time and a place for everything. In other words, pauses are actually legitimate, even though there seems to be a tendency to feel a certain degree of guilt whenever we actually do

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take a pause.

But you don't have to be passive during the pause.

Pauses can be very productive. You could prepare yourself for the next wave and fine-tune your techniques simply by reflecting upon what has worked for you and what has not, or you could simply relax.

Be patient, pay close attention, and watch out for the next portion of flow.

If you watch a group of surfers, you will see, first hand, how much time they actually spend simply waiting for the next wave to arrive. The surfers definitely know that they cannot create the waves - all they can do is to prepare for it.

The ability to be patient is a big part of learning to go with the flow and to make the most of "go with the flow" as a strategy to leave procrastination to history.

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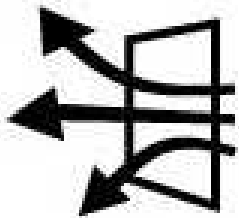
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Motivational Skills Can Be A Valuable Element In An Intro To Business Course

By: *Natasha Bright*

The Intro to Business course covers a multitude of subjects. Students of business learn everything from how to create a business to staffing a business. One of the most important aspects of owning a business is hiring the right staff and keeping them motivated. Many business professors consider motivation skills to be essential for operating a business. Consequently,

motivational skills are often times part of the Intro to Business curricula.

Students can learn a great many things about motivating others in the Intro to Business course. People are different. Each person has a different way of being motivated and sustaining motivation. A good manager should know this, as his or

her job requires they motivate people to act. Because people are different, motivating each person may take several different approaches. Your Intro to Business course may explore these or similar approaches to effective motivation.

Arguably the most effective way to inspire others is by communicating to people that what they do is

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important. It is just that simple. People respond in a positive way when their importance is reinforced from time to time. Show interests in their careers by aligning them with work that takes advantage of their particular skills and talents. Celebrate an employee's successes and have visible accepted measures of achievement.

Another powerful motivator includes providing challenging work assignments. Support the challenge by painting a picture of why the project is worthwhile, and achieves a common goal of both the employee and company. This provides opportunities for the employee to learn and grow. Also, challenging an employee with enriching and stimulating projects can encourage autonomy and empowerment within the employee.

People can be motivated when they participate in setting the goals. People typically like goals to be realistic, but challenging, which encourages them to succeed. Consequently, they may try hardest when they have a good chance of success and some control over how they go about achieving success. So, a good source of motivation is setting the bar a bit higher than the norm.

When you know what drives people, you can have a better idea of how to motivate them. Check out what a person does first. Do they go to others first for assistance? Do they work out issues on their own, take action, or discuss their feelings? These are some basic characteristics that reveal what is important to a person. Figuring out what drives people can help a manager motivate on an individual level.

As mentioned earlier, motivation is personal; therefore, motivating should be individual. Personal conversations can reveal common areas of interests, which can help bond the relationship between the employee and manager. Take advantage of common interest. Having something in common allows the manager to individualize how to motivate.

One of the best reasons to take an Intro to Business course is to explore the various elements that contribute to a successful business degree. It takes more than just capital and a vision to operate a business. It requires other important components like having leaders that know how to motivate a team. Before enrolling in your Intro to Business course, see if the topic of motivation is on the course syllabus. When you are ready, check out more information on free college courses online.

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Developing Leaders in the Pharmaceutical Industry

By: *Richard Lepsinger*

The future success of pharmaceutical companies depends on quality leaders with the knowledge of what it takes to bring new products to a heavily regulated global market.

Unfortunately, many pharmaceutical employees find themselves moving up the ranks in narrow roles that fail to give them the depth and breadth of experience they need to succeed. Their highly technical training and specialized expertise does not

necessarily equip them with the skills they need to be an effective leader, particularly one who can influence others across organizational boundaries

Recognizing this gap, companies are putting more emphasis on preparing future leaders to advance in their careers. In fact, healthcare and pharmaceutical organizations spent nearly \$1,400 on training per employee in 2013, providing each with 24 hours

of training on average, according to a study by the Association of Talent Development. That's more than twice the investment in training made by similarly sized organizations in other industries, such as manufacturing.

Given the enhanced importance of training and development in the pharmaceutical industry, here are three trends we're seeing in this area.

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More Companies Seek Formal Development Programs For Future Leaders

GlaxoSmithKline employs nearly 100,000 people across the globe and puts special emphasis on training aspiring second line leaders with the potential to grow into future leadership positions. The program is tailored to those who demonstrate the desire and potential for leadership across departments, from sales and manufacturing to information technology. Each year, 30 aspiring leaders are selected to participate in a combination of self-directed, classroom-based and hands-on learning programs.

Aspiring leaders also assess their ability to influence others across organizational boundaries and learn tactics for influencing more effectively.

The culmination of this training is a capstone project where participants are challenged to find an opportunity for improvement within the company and work with others to propose and implement a solution. Participants present their completed projects to GSK's senior managers.

Though GSK is just beginning to establish formal metrics

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for this program, it has significantly increased engagement among employees who participate and among those who hope to be selected for the competitive program, GSK Global Learning Manager Ginny Hobson said.

Measuring ROI of Leadership Development Is Essential

As the pharmaceutical industry follows others in adopting a leaner approach to operations, it's becoming more critical for learning managers and human resource professionals to demonstrate a real, measurable impact from leadership programs.

Simply conducting a post-training evaluation survey is no longer enough.

To demonstrate the ROI of leadership development, managers need to collect feedback from the leaders' peers, direct reports and supervisors to determine the extent to which behaviors have changed.

It's also important to evaluate retention and succession over time, which allows managers to estimate the costs saved in recruiting, onboarding and training external talent. That can range from half the cost of an employee's annual salary to as much as four times that amount, depending on the level of the employee.

More Companies Prioritize Leadership Development for Millennials

In five years, nearly half the global workforce will be comprised of Millennials, or those born in 1980 or later. While Millennials bring many strengths to the workplace, some research has shown they are more likely to lack essential leadership skills, such as diplomacy and communication, according to a study by the Association for Talent Development. They are also less likely to respond well to a traditional approach to learning methods and tend to respond better to training that is shorter, more relevant and offers frequent feedback.

Although many companies that responded to the ATD survey cited the importance of having specialized leadership development for Millennials, few actually

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have these programs in place. This is beginning to change, and we expect to see leadership development programs tailored to the specific training needs and learning preferences of this generation.

Because these three trends appear to be prevalent in the pharmaceutical industry, many organizations would benefit from focusing their efforts, as maintaining a steady pipeline of highly effective future leaders is an ongoing effort that requires a two-fold approach of assessing and developing high-potential employees.

OnPoint Consulting offers practical based solutions to help companies identify and develop leaders across industries, and we have done extensive work with pharmaceutical companies including GSK, Johnson and Johnson, Merck, Daiichi-Sankyo, Teva, Eisai and Bayer.

We use a rigorous methodology that includes behavioral interviews and assessments, situational judgment tests and seeking feedback from others within an employee's circle of influence. Once a company has identified its next leaders, we offer a variety of programs to accelerate their development.

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Personal and Professional Development - What's the Difference?

By *Kevin Eikenberry*

When people ask me about my business, I tell them I'm in the learning business - that we help organizations, teams and individuals reach their potential through learning. This is a fine statement and it does describe the breadth of what we do, but it often leads to the follow-up question like . . . "Do you do personal development stuff or just business skills training?"

My answer is yes.

Because I don't believe there is a significant difference between personal development and professional development.

Why do I say that?

The Reasons Why

Since my opinion might differ from yours, or perhaps you've never

thought about it this, it makes sense to explain myself. There are at least five major reasons why I think personal and professional development are the same thing.

Learning is Learning.

We were granted an amazing potential for learning at birth. Most of us haven't used very much of that

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potential. It's like we are mowing our lawn with a jet engine. Sure the jet engine has enough horsepower to turn the blade, but it has virtually unlimited potential that isn't being used. When we are learning we are increasing our capacity to learn more because we are flexing and exercising our "learning muscles." In other words whenever we are learning we are increasing our capacity to learn even more.

All Experience Counts.

One of the powerful ways that we learn is by connecting new learning to what we already know. As we continue to build our knowledge and experiences, it allows us to make new connections faster. In other words, the more we learn, the more successful we will be at learning new things and in most situations; more quickly with deeper understanding.

We're a Whole Package.

It isn't like we go to work and don't use anything we know from our personal life to be more effective professionally. And while we may not need to know how to repair rotating drum equipment at home - those skills might help you diagnose the problem with your washing machine. And even though you don't have to back up the system database at home, you might be able to deal with your home PC better because of what you learned at work. And while you hope you'll never need to follow the new Customer Service procedure at home, that procedure might teach you something a following a process, or being more understanding when you are the Customer.

The bottom line is that we are complete humans, and as such we take our entire work knowledge home, and bring all of our personal knowledge and experience to work. So any form of growth or development will benefit you both personally and professionally.

The Most Important Skills are Always the Most Important.

Where does being a better listener help you - at home or at work? Both, of course. When you learn how to coach

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more effectively at work does it make you a better parent? It sure can!

We could make a long list of these valuable skills, from communication to dealing with conflict, to learning how to learn, to giving better feedback to being more creative... you get the idea (and have probably thought of five other examples yourself by now). There are many skills that we might learn as “self improvement” that will help us at work, and vice versa. So why label it one or the other?

Serendipity Rules.

Because our learning grows based on connections, you never know when something you learned on the Discovery Channel might give you an ‘aha’ at work, or that the insight shared by the seminar leader at work helps you solve a vexing problem at home. Again, all development, all learning, all growth helps us in all parts of our lives.

But Wait

Does all of this mean that as I become a better knitter or bowler, I’ll be more productive and successful at work? Yes, for the reasons I described above (and some others too).

That doesn’t mean that your organization should send everyone to knitting class or bowling lessons, but it does mean that there is substantial merit in supporting any form of learning regardless of the content.

In the end, my goal is to help you view all skills more broadly in their application - instead of classifying some things as “personal development” and therefore they don’t matter at work.

Learning is learning. Personal development *is* professional development.

When you stop worrying about the distinctions, but rather think about the applications, you serve yourself and others much better.

Success Intelligence :

Attitudes to Success

By: Douglas Woods

For each of us, how successful we feel will depend upon our attitude toward success. Similarly, our motivation to achieve will be determined largely by our attitude. Equally the amount of success we achieve and the amount of success we do not achieve, will be determined in large parts by our attitude to success.

Our attitude to success is part of our Success Intelligence. Recognising our attitudes and changing them can often be a way of achieving greater success. Recognising and

understanding our attitudes toward success is a way of improving our Success Intelligence. It is also a way of helping to overcome some of the 'blocks' that inhibit our path to success.

Your Attitude to Success

So What is Your Attitude to Success? To find out, read the following few paragraphs and select the one that most closely matches your own opinion, experience or viewpoint.

1) I will achieve success only if I really deserve it. In order to deserve my success I must make sure that I never make a mistake or slip up, I must always give that little bit extra, I must win the approval of other people, I must gain qualifications.

2) Success only comes through effort and hard work. If I am not achieving success it is because I am not putting in enough effort. More effort should bring more success. If my efforts are not working then I need to try even harder.

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3) No pain, no gain. Success will only come after some amount of loss or pain on my part. Life is never easy and success can only be achieved if you are prepared to overcome obstacles, set backs and misfortune.

4) Success always has its price. There is no such thing as a free lunch and success can only be achieved by successful negotiation or dealing.

5) Success always involves some form of sacrifice or compromise. You have to be prepared to sacrifice your money or your time or your social life or your relationship or your health for the success you seek. Each level of success requires greater sacrifice.

6) Success means never accepting second best. Only perfection, quality and coming first can achieve success. Failure is not an option. I have to win or get things right first time.

7) Success is only real success if you achieve it yourself. Having the help of others is 'cheating' and diminishes the value of success. I must become self-sufficient to be successful in any meaningful way.

From these statements, you can see that different people have quite different attitudes to success. These attitudes not only determine the way(s) in which they approach success and achieving it but also the obstacles that block their path to success.

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5 Key Steps To Create, Develop, And Work Your Best Plan

By: *Richard Brody*

There can be no truly effective leadership without an emphasis on developing the ability and willingness to use quality planning on an ongoing, regular basis. Whether relating to enhancing our personal potential and ability, or if it relates to performing in the best possible manner as a leader, our focus needs to be directed towards creating, developing and implementing plans that will hopefully make the biggest and most essential difference. In my over three decades of identifying, qualifying,

developing and consulting to well over a thousand individuals in either actual or potential positions of leadership, it has become increasingly apparent that one of the most necessary assets needed, is being able to plan well. Basically, there is a need to use these 5 Key Steps To Create, Develop and Work The Best Plan.

unless it is truly needs - related? Great leaders need to consistently focus on serving and addressing the concerns of one's constituents. Therefore, before developing how to do something in the most impactful way, one must have a clear idea of why he is proceeding in a specific way, and what he hopes to achieve (and why). In doing so, one must consider numerous aspects, including addressing ramifications, as well as determining sustainability.

1. Identify the need:

What good is any type of planning

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2. Prioritize:

Great leadership is not merely about doing something (or even busily doing many things), but rather focusing on what is most essential, and creating and implementing effective plans that proceed in a priority - based manner.

3. Develop the best team:

Doing this is quite different from the often - discussed need for leaders to delegate. Delegating will only have the most desirable impact when the proper, most capable and prepared, and qualified individuals are selected to serve in the position that best serves their qualifications and abilities. Once this is done, clear, specific duties must be assigned, and oversight, reporting requirements and expectations (including clearly and transparently explaining what the goals are, and what is trying to be achieved) should be explained, and the leader must realize that it is never enough to merely delegate (and expect others to necessarily do everything exactly the way you hope and expect), but rather that true leaders must oversee and be intimately involved (at least in terms of oversight, input and as a resource).

4. Create an action plan with a timeline:

Developing an action plan enhances one's ability to focus and organize in an efficient, effective manner. This should spell out specific details, responsibilities, and techniques/ actions that should be used/ taken (and by whom). The timeline creates an important sense of urgency, and priority - based focus.

5. Take that first step:

The Bacon Brothers have a song called *Baby Steps*, which states the need to proceed forward in small (but consistent) steps. However, it is important to remember that unless and until that first step is taken, there can be no progress or true, important impact.

Avoid getting trapped in the often - contagious rhetoric that often surrounds the planning process of many in leadership positions. Rather, effectively proceed and make a difference by following the 5 Key Steps To Create, Develop and Work Your Best Plan.

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Teaching English-Language Learners in Mainstream College Courses

By: Sarah Anne Shope, PhD

Just because our students speak English clearly in basic interpersonal communication, we might assume they also have cognitive academic English necessary for ongoing success in listening, speaking, reading and writing academic activities. We often cannot make that necessary distinction between Basic Interpersonal Communication Skills (BICS) and Cognitive Academic Language Proficiency (CALP), and

therefore our students may have difficulty learning from us.

Some instructors of English-language learners (ELLs) only must know the grammar structures of English and the teaching techniques in order to initiate and foster language acquisition. That's what an ESL teacher does. Yet, once those students have reached college preparatory or college courses, instructors must also be equipped to

take them through the steps of the academic writing process. We must be able to recognize the cognitive academic development in the English language for students who seemingly have already acquired a command of the language. We must recognize the differences in Basic Interpersonal Communication Skills (BICS) and Cognitive Academic Language Proficiency (CALP) to help students fill in the blanks for academic success.

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ELLs often take different paths to academic learning than their counterparts who've acquired English from childhood, and so we must be able to apply the teaching techniques that work best for ELLs.

The Difference in BICS and CALP

Students who've learned English as a second (or other) language often haven't acquired a full foundation in vocabulary and concepts for cognitive academic language proficiency (CALP), and therefore struggle to comprehend general instructions and details that other students usually pick up automatically. A student may or may not be deemed ESL or ESOL, but he or she is continuing to gain the language. That student is always an English language learner (ELL). It can take between 10 and 12 years in academia for ELLs to develop a strong foundation in CALP. During that time, the student must attempt to focus on the instruction and put words in order with correct meaning. That requires double duty for the student's brain and emotions. For the ELL that ongoing challenge can feel like trying to hold on to bunches of balloons filled with helium; every time you move one,

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another one slips out of your hand. The difference is that those balloons feel as though they are in your head. That makes it incredibly difficult to focus fully, and the academic experience can be exhausting. All ELLs experience this on some level, and each ELL has his or her own variety of struggle.

That struggling student has a far better chance of staying in school if he or she happens onto instructors who understand the process and who perhaps know some of the pathways that the ELL takes or should take. One major challenge for us as instructors is that we hear the students speaking easily to friends or in class, yet we notice a reserve in academic participation and that doesn't seem to add up. Why is it hard for instructors to distinguish between basic interpersonal communication skills (BICS) and

cognitive academic language proficiency (CALP)?

Why It's So Hard to Distinguish between BICS and CALP

The problem stems from our magical experience of acquiring English as a natural process in such an instinctive manner. The acquisition of our first language was subconscious, and we can hardly recognize how we came to know what we know. That's the incredible ability of the human mind to absorb language as a natural part of growing up among caretakers who speak a particular language. Second-language acquisition is a different process, which usually requires a mix of acquisition and learning. If we didn't go through a language-learning process -as opposed to a

language-acquisition process, we do not automatically understand or empathize with ELLs. ELLs tend to pick up BICS simply by interacting socially and/or by listening to television and music. But CALP is a developmental process that takes place over years of academic preparation. After we sit through years of being schooled through English, we naturally acquire a foundation in academic proficiency to one degree or another. But for a person who has not gone through that experience, while he or she might display excellent BICS that foundation needed for academic proficiency doesn't exist. The BICS fool the instructor into assuming that CALP is there.

When we don't understand BICS versus CALP, we tend to think the student simply needs to try harder or that the problem stems from speaking

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the first language in the home or that there is something oddly lacking in the student's enculturation. Of course the worse scenario is when instructors take a deficiency orientation rather than a difference orientation toward the ELL or when the instructors assume language deficiency is related to intelligence.

So Where Does It Take Us?

There are many myths about second-language acquisition, and they often get in the way of our understanding of ELLs and of how to assist their learning. A study of applied linguistics and language acquisition take us into the issues of how the human mind deals with first and second languages and how we make connections from one language to another. A student from a non-English-speaking country might enter the sixth grade in an English-speaking school and bring with him a strong foundation in a favorite subject of mathematics. After a year or so of instruction in English that student might drop in grade and interest and eventually fall so far behind that he or she entirely gives up that favorite subject. Teachers, friends and family might think that "he's so smart" or "her English is so good" and question why he or she doesn't try harder. There is the problem; teachers, friends, and family do not recognize the difference between BICS and CALP. That student probably speaks easily and clearly, maybe even with no accent at all; however, that cognitive academic foundation was never put in place in the English language.

So, with that realization, how can we help our ELLs? We apply those issues related to language acquisition and language connection to our teaching strategies. But where do we begin, and do we need to totally throw out our ideas about teaching methodology, strategies, and techniques? The answer is no! We simply need to understand what's going on with ELLs and then enhance our strategies and techniques in order to work with them more effectively. The basics include lowering anxiety, comprehensible input, scaffolding of terminology and concepts, employing meaningful activities and interaction, and providing integral assessment and review. We never want to think of students as deficient, and surely we want to do everything within our power to help them. As we do that for ELLs, we naturally extend to all struggling students.

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Technology Can Help STEM Education Flourish

By: *Brandon Howard*

By now, you've surely run across the acronym STEM, especially if you are pursuing or considering a career in education. STEM represents fields of study in science, technology, engineering, and mathematics. Among the STEM disciplines are: computer science; biochemistry; robotics; engineering; environmental research and instructional technology. Although STEM occupations represent a relatively small portion of overall employment – about 6%

in 2009, according to the U.S. Department of Labor – projections call for them to grow significantly as the global economy becomes more complex. Employers will seek workers who are adaptable problem-solvers and creative thinkers, in addition to possessing advanced technical skills. STEM professions also tend to be higher-paying careers. In 2009, the average yearly salary for all STEM jobs in the United States was almost \$78,000, nearly \$35,000 more than the average for all occupations, the federal Labor Department reported.

For these reasons, educators worldwide are increasingly seeking to nurture interest in STEM subjects in the early grades. In the United States, there is concern that youngsters are falling behind their peers globally in STEM advances, which could make the nation less competitive.

In a 2010 report, the President's Council of Advisors on Science and Technology called for a dual-pronged strategy for improving the nation's K-12 educational system: ensure youngsters have a solid footing in

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STEM subjects; and motivate them to pursue STEM subjects and careers.

“STEM education will determine whether the United States will remain a leader among nations and whether we will be able to solve immense challenges in such areas as energy, health, environmental protection, and national security,” the report noted.

While younger students typically show interest in STEM subjects, their engagement level often wanes as they move through high school and into college. According to the President’s Council, just 40% of high school students who are interested in STEM subjects pursue a related major in college. An estimated 60% of those students eventually move into a non-STEM field of study.

So, how can educators keep students interested in STEM subjects? One area of promise may be found in the flourishing role of technology in the classroom.

Overhead projectors, chalkboards, and VCRs are rapidly being replaced by interactive whiteboards, e-readers, tablets and other mobile devices. Teachers are now able to tap into technology’s immense potential to work with students on different levels and according to their individual learning needs.

Podcasts, web cams, and live chats are second nature for many of today’s youngsters, the so-called “digital natives” who are growing up in the Internet age. Not only can digital technology help students reach their full potential, it can also serve to inspire youngsters to study the same STEM disciplines that produced these technical innovations.

Simply put, signs of STEM can be found in every aspect of modern life, particularly our education system. Smart teachers and administrators will spotlight youngsters’ interest in how these technologies work and encourage their students to look into related careers. For example, schools districts nationwide are partnering with tech firms to coordinate STEM contests, such as robotics competitions and other extra-curricular opportunities for students.

“STEM education is most successful when students develop personal connections with the ideas and excitement of STEM fields,” the President’s Council report noted.

“Information and computation technology can be a powerful driving force for innovation in education, by improving the quality of instructional materials available to teachers and students.”

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How to Give a Dynamic Presentation

By Raymond Gerson

INTRODUCTION

Would you like to experience the benefits of being a good speaker? Speaking before groups offers a tremendous opportunity for personal and professional development. Never before have excellent communication skills been more important than they are today.

Many persons have advanced their careers through their ability to make excellent presentations. Communicating effectively before

groups is expected of people in leadership positions.

Mastering the art of speaking to groups will increase your confidence in communicating with others on a one-to-one basis. Your confidence in speaking before groups will grow with practice. Also, you will conquer one of humankind's greatest fears.

This article contains seventeen elements for making a successful presentation. Use these ideas, and you

will speak with greater self confidence and ease before a group of any size.

1. BUILD RAPPORT AND TRUST.

Talk with—not at—your audience. Establish some common ground. Communicate with sincerity and warmth, and make eye contact.

In speaking to a large group of

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secretaries, I established rapport quickly by telling them about my mother's success as a secretary and how much I admired her. I gave them examples of why competent secretaries are the backbone of my successful organization.

2. DEVELOP AN EFFECTIVE OPENING.

Grab your audience's attention from the start. Use a dramatic or startling statement, a human interest or personal story, a question, an anecdote or illustration, a relevant quote—or a humorous opening, if appropriate.

I recently heard a speaker open with, "I wrote that great introduction you just heard. It gives me something to shoot for when I speak."

3. DEVELOP AN EFFECTIVE ENDING

Close with a bang. Use a relevant quote, a poem, or an appeal for action. Give your audience a sincere compliment, a powerful story, or a summary of your main points. Make sure your closing—whatever it is—is relevant to your topic. Also, your entire speech and the ending should be tailored to your audience.

4. REDUCE NERVOUSNESS.

According to the book of lists, public speaking is the number one fear, greater even than the fear of death.

Before presenting: Thoroughly prepare and rehearse before your speaking engagement. When you are about to begin, take several deep breaths. Visualize yourself giving a relaxed

presentation. Focus on your message and your audience, not on yourself. Give yourself opportunities for physical movement. Don't try to be perfect. Make nervousness work for you. Channel your nervousness into enthusiasm; let your adrenaline take over. Butterflies in your stomach? Let them soar, taking you with them.

5. MAKE YOUR PRESENTATION COME ALIVE.

Talk to the audience in terms of their interests, problems, and concerns. Communicate with vitality and conviction. Talk to, and make eye contact with individual members of the audience. Change the pace with vocal variety and humor, using pauses to emphasize points. Use inspiring human interest stories,

presentation.

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making only a few points and supporting them with examples, illustrations, anecdotes, and analogies. Use natural gestures; physically move from time to time instead of remaining behind a podium.

6. USE VOCAL VARIETY.

Variety speed, volume, and pitch. To emphasize points, speed up or slow down, speak more softly or loudly, and allow your voice to rise and fall. Speak conversationally to an audience, but with greater force and energy. Appropriate vocal variety and gestures will naturally occur.

7. VISUAL AIDS, HANDOUTS, OTHER AIDS:

Use visual aids only when needed to

clarify a point or idea. Don't show a visual aid to the audience until you are ready to use it. Use visual media as an aid, not as crutch or a substitute. Visual aids should be large, clear, legible, and brief. Avoid talking toward your visual aid or turning your back to the audience. You might provide a brief outline of your objectives, the topics to be covered, and information about yourself. Then supply handouts that reinforce your points. Distribute most handouts at the end of your presentation so that participants maintain eye contact and keep their attention on you during the presentation.

8. TRY USING HUMOR.

You don't have to be funny. But humor can be effective in changing the pace, relaxing the audience,

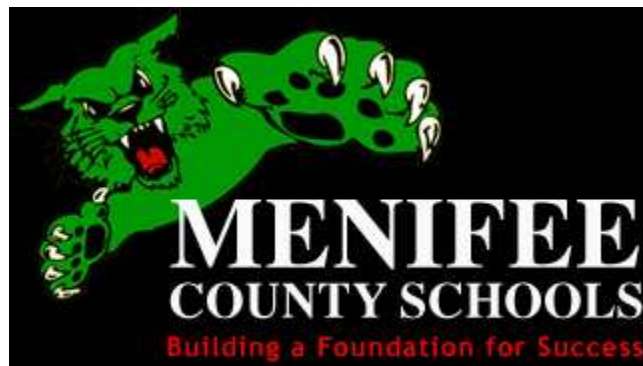
building rapport, and supporting your points. If you are uncomfortable using humor, avoid it—or practice it on your friends and family until you become more comfortable with it.

If you use humor, keep it brief, relevant to the topic, and appropriate for the occasion. Do not tell off-color jokes or racial, ethnic, or religious jokes. Don't say, "I'm going to tell you a joke"—just do it. Allow your audience to laugh before you continue speaking. Have a comeback if your attempt at humor fails.

Never use humor at the expense of another. However, poking fun at yourself can let your audience know you don't feel superior or have an egotistical attitude. I often tell my audience the following story:

A woman and her little boy came up to me after what I thought was one of my most inspiring speeches. The

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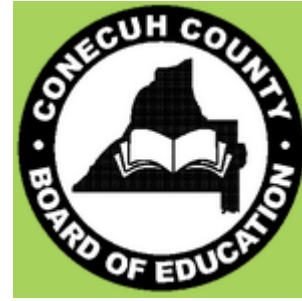
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woman gushed, “That was a wonderful talk, and I am so full with your message!”

Smiling with delight, I asked her little boy, “And how did you like it, son?”

He replied, “Yeah, I got a bellyful of it, too!”

9. INVOLVE YOUR AUDIENCE.

Use stories and examples that relate to audience concerns. Keep your presentation lively, allowing time for questions. Ask if there are questions, and hold the silence a few moments. If no one responds, say, “If there are no questions, let me mention a question I am often asked”—and then answer it. You might also ask questions and request a show of hands.

10. APPEAL TO DIFFERENT LEARNING STYLES AND PERSONALITY TYPES.

People think and learn in different ways. Some are more logical; some, more intuitive. Broaden audience response by varying your techniques.

Use some human interest stories, appeal to logic, present general themes (“the big picture”) and appeal to the senses, providing concrete examples.

The success of an engineer often depends upon his or her objective analysis of a problem. If you’re speaking to a group of engineers, appeal to their logical thought processes. Present a problem and a logical solution for it, perhaps using a graph based on statistical data. This is not to say that human interest stories or appeals to the emotions are lost on engineers. But they are most likely to

be persuaded by logic.

11. MANAGE THE SEATING ARRANGEMENTS.

Being physically close to your audience increases your ability to build rapport. If the audience is scattered, it is more difficult to lead them as one unit. Bring them together, removing large numbers of empty seats. They will be less self-conscious if they are sitting close together. Arrange seats so the audience can easily see you.

12. DEAL WITH DISRUPTIONS.

If you encounter disruptive persons, keep control of your emotions. Do not show irritation. Wait until they finish

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talking; then use active/reflective listening. Lower your voice; don't try to shout them down. Sometimes humor can reduce the tension. If they continue to be disruptive and it is appropriate, ask them to leave or to meet with you later to discuss their concerns.

13. BE A LEADER.

Your audience expects you to create the atmosphere, set the tone, assume a leadership role, and be in control. They want to be treated with respect. Arrive early to make sure everything is properly set up and ready. Be yourself, allowing your unique personality to shine.

Remember, you are there to make something happen, to move your audience in some way. It is up to you to inspire them.

14. KNOW YOUR GOAL.

Every speech has at least one of four goals: to inform or explain, to persuade, to inspire action, or to entertain. Know the goal of your presentation, and keep it in mind as you thoroughly prepare.

Lack of preparation reflects indifference and insults your audience. Careful preparation is the only way to achieve the results you want. Use simple and clear language that communicates your ideas in a manner suited to your goal.

15. EXHIBIT VITALITY.

When Dr. Kenneth McFarlin, an outstanding professional speaker, was asked what is the most important quality of a speaker, he responded: "vitality." Vitality includes enthusiasm, energy, forcefulness, and aliveness. It comes from a depth of conviction—a

deep belief in yourself and in what you are saying.

16. INCREASE YOUR SELF-MOTIVATION AND SELF-CONFIDENCE.

Use positive affirmations and visualization exercises. Speak about something you believe in. Set goals and take small steps toward your goals.

17. TAKE RISKS.

Be willing to stretch your comfort zone, to risk, to grow. Risk doing the thing you fear, and be optimistic. Remember, an optimist is someone who may have worn-out shoes, but concludes, "Well, I guess now I'm back on my feet!"

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CONCLUSION

Mahatma Gandhi was timid and afraid of people when he was a youngster. He was afraid of conversing even with his classmates, and the thought of speaking to a large audience was terrifying. Yet Gandhi became a great leader, fearlessly speaking to thousands of people. By word and example, he inspired a nation to win freedom from British rule.

What was responsible for Gandhi's transformation? He became impassioned with a grand purpose, a great message that he was motivated to share. Like Gandhi, you and I can become dynamic speakers when we have a valuable message to communicate.

You will be amazed at the positive influence you will have on others by becoming a good speaker. Public speaking will enrich both your life and the lives of others.

Take advantage of opportunities to speak to audiences no matter how small. Remember the words of Demosthenes, one of the world's greatest orators, who said, "Small opportunities are often the beginning of great enterprises."

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Ten Steps to Early Career Success

By: *Raymond Gerson*

You will soon graduate and begin your professional career. Naturally, you want to experience career success and fulfillment. What follows are ten steps which will help you get your career off to a great start. These strategies and principles will also help you to be successful throughout your career and to make a significant contribution.

1. Know your talents and skills.

You will be most effective in a career which uses your best and most enjoyable abilities. How can you discover your talents and skills? Look for them in your favorite achievements, no matter how small the accomplishments.

You can also find clues to your talents by analyzing things you love to do, love to learn, and even love to talk

about. Consider favorite aspects of past jobs, internships, and volunteer work. If you enjoyed an aspect of a job, it is likely that you were using your favorite talents and skills.

Look at activities you love so much that time quickly slips away. Some of your talents were probably involved in those activities. Is there anything you've done in school, leisure, or work that seemed almost effortless? You will probably discover that some

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of your best talents played a part in those activities.

Your talents, combined with a genuine regard for yourself and others, is a potentially powerful resource for making a great contribution.

2. Seek a job you feel passionate about.

How can you make a great contribution if you feel lukewarm or indifferent about your job or work purpose? It would be very difficult if not impossible to do so.

Where can you discover your passion? Ask yourself the following questions. What problems do you see in the world that you want to solve, resolve, or positively impact? What societal needs do you want to fill? What dreams or hopes of others would you like to make come true?

Choose a mission or work purpose that moves you. When you use your best talents for a purpose that fulfills you, how can you fail? You will be able to make a significant and positive difference.

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3. Determine the types of jobs and companies that address the problems and needs you've identified.

Use public, school, and career libraries to research and identify employers and opportunities.

Conduct information interviews with people—including hiring managers—in fields of work that interest you. Join professional associations that allow you to meet and network with people in your career field. Contact employers for their brochures and company information.

4. Find a mentor who will provide guidance and motivation.

Seek mentors in your field of work and outside of your profession. Yes, you can have several different mentors. Choose mentors who are inspiring examples of the kind of person you aspire to be. Simply ask them to be your mentors. Most will flattered and eager to help you.

Where to find mentors? Look at your place of business, professional associations, church, and among family and friends. Ask others for recommendations. Napoleon Hill, author of *Think and Grow Rich*, spoke of the advantages of forming a “mastermind alliance.” This is a group of people with varied skills who can help you achieve your goals. You can form a brain trust of people who support you and your dreams.

5. Study, read, and learn everything you can about your job and career field.

Take advantage of company training programs and local continuing education classes. If you read one book a week in your field of work, that will be over fifty books in a year. This will set you apart from your competition and you will be on your way to becoming an expert in your field. You can also listen to books on tape when you're too busy to read.

6. Commit yourself to do doing a great job.

Be willing to go the extra mile. Work hard and show your employer that you are dedicated to your job. Be a dependable employee who can be counted on.

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Become known as a person of high character and integrity. A good reputation takes time to build, but can be destroyed overnight. Establish an excellent reputation both as person and professional. It will follow you wherever you go and will bring much success and happiness.

7. Take excellent care of your physical and mental health.

Maintain your vitality by eating healthy foods, exercising, and getting proper rest. Balance your life with healthy and enjoyable recreational activities, time with family and friends, and a spiritual life

that provides inner strength.

8. Avoid drugs and go easy on alcohol.

You need a clear mind with an ability to focus your attention on the task at hand, to be successful. No one can achieve greatness in sports, business, or any endeavor without the ability to concentrate. Drugs and alcohol scatter and weaken the mind. A clear mind produces clarity of thought which results in positive actions. Positive actions will bring you success.

There are many visualization, meditation, and biofeedback

techniques that can increase your power of concentration.

9. Stay positive, motivated, and inspired.

You may encounter prejudice from certain people and many other obstacles in the workplace. Avoid negative people and events which drag you down, as much as you can. It is important to learn to get along with others who have different values and who see life differently than you do. There is great diversity in today's workplace which demands adaptability and the ability to work as a team member.

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Read inspiring biographies of others who overcame obstacles to success. Listen to tapes that motivate and uplift you.

10. Build a portfolio of your accomplishments.

Before leaving any job or position, request a letter of recommendation from your supervisors. Keep all of your letters and performance evaluations. These letters and evaluations should become part of a portfolio that you are building. Include articles by and about you and any example of performance excellence. Take your portfolio to job interviews and present it when you are being considered for promotions.

You are moving closer to your graduation date. You and your family made sacrifices and worked hard to get you to this level of achievement. You will soon start your professional career. A new beginning awaits you. If you apply the ten steps in this article, you will increase the odds of having a fulfilling career and life.

Best wishes for making your dreams come true.

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