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Winter 2014

**Diversity at
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Your comments are encouraged. Please write to:
3711 Lomita Blvd. Suite 196, Torrance CA 90505

Email: info@mosp.org

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The Importance of Diversity in Adding Strength to a Board

By: David M. Love II

Several years ago, I made a presentation to a Dallas Rotary Club on the subject of “To Serve or Not to Serve on the Board of Directors” as the president of the club had initially contacted me indicating he was interested in getting on a public or private board. The individual was a president of the international business of a Fortune 500 company, and felt that in his final career move serving on a board was what he wanted to do, as he was soon to be stepping down from his current role. He asked if I could help him getting on such a board and as we talked and he learned more about the process a search professional goes through when retained to do a board search, he felt I would make a good speaker to his Rotary Club as many of the members were senior executives of corporations.

The subject chosen was intentional as many people I have talked with over the years underestimate the time commitment and responsibility, as well as potential liability they may incur, if they accept such a role. Over the past several years, the enormity of serving on a board has continued to increase, yet it also can be a very intellectually challenging and rewarding role, if the person fully understands what will be expected of her (I shall discuss the diversity angle later in this article) or him.

As search professionals, we are often contacted by people interested in serving as a member on a Board of Directors, and in most instances they have done little or no research on what is expected of a board member or how best to prepare and make themselves a potentially strong candidate for serious consideration. I

would also add there are times we are contacted by someone who already serves on a board and wants to be considered for additional board opportunities. When that occurs, one of my first questions is, “why?” and the second is, “on how many boards they may currently be serving?” One such person with whom I recently asked the question indicated he was on four boards, two publicly-held and two private companies, and I simply indicated I thought that was probably all he should consider, as he would most likely have scheduling issues if he were to serve on an additional board, as well as not being able to prepare in advance for fully performing his duties in the manner expected.

As I am always looking for potential board members who I believe could be good potential candidates on



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future board search assignments, one way in which I surface such candidates is asking senior level candidates I am in contact with for president, CEO, COO, CFO and general counsel assignments, who on their boards do they consider the best board members. As I also do a great deal of diversity recruiting at the senior executive and board level, I ask the candidates, if I know their board does have one or more diversity candidates, how they consider them in fully performing their responsibilities. One of the reasons I do this, is that I have learned some diversity candidates serve on multiple boards and in many instances, the response I get back regarding their performance is something like, "she/he is the least well-prepared based on the number of boards on which they serve." Thus, I am always trying to identify outstanding senior level diversity candidates who may not currently serve on a for-profit board of directors.

At the same time, I suggest to them ways in which they may raise their level of recognition with current board members who could be able to recommend them as potential candidates for board positions they know are currently open. I also recommend to diversity candidates who want to serve on boards that a good way to get known is to seek out a high profile, not-for-profit board, as most NFPs want to have senior executives of for-profit companies and strong diversity representation on their boards. Thus, when they serve on such a board, it is quite possible they will serve with senior executives of other companies, and will be able to let it be known they would be very interested in being recommended for a public or private for-profit board.

Regarding the additional importance of diversity representation on a board, the Harvard Business Review recently published an article: "Defend Your Research: What Makes a Team Smarter? More Women."

The finding of the authors was: There's little correlation between a group's collective intelligence and the IQs of its individual members. But if a group includes more women, its collective intelligence rises.

I would predict the same result, if the research done had evaluated "all white male boards" vs. boards that are diverse due to minority representation being on the board. Additionally, we all know people are reaching higher positions sooner in their careers than has been the case in the past. Therefore, it will also be the responsibility of search professionals to look for and identify younger potential board members who will be able to provide boards the importance of social media and technology necessary to keep a company current in its advertising and communications with current and potential customers, as well as investors.

Some search professionals may take the easy route in doing board search

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assignments for their clients and only try to identify and surface individuals who already serve on a board. (I would profess getting to speak with a potential board candidate is often times easier than trying to surface a senior level executive, because when one makes contact with the individual's assistant, one does not have to be vague in the reason for the call.) Therefore, getting through to the intended individual, one can state the reason for the call is for a board position and the assistant will be much more inclined to convey the message and the prospective candidate/executive will agree to a conversation.

Thus, I strongly believe that due to the increased responsibility and time commitment being made of board members today, it will by necessity require that a search professional spend time in surfacing perhaps untested, but outstanding individuals, including diversity candidates to serve on boards of the future.

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Nurses Wanted — Incredible Career Opportunities in Nursing Today

By: Linda Raye

While the need for qualified nurses has always been a factor in the healthcare industry, the demand is greater now than in the past decade. Who will make the Nursing Choice?

Nursing is today a very bright career option given its wide application and multifaceted nature. Though nursing has always been to support health needs of the people, but being an inseparable part of doctor-patient relationship, it has undergone many alterations effected by the changing needs of the people and the society at large. Today nursing has assumed

a colossal role, encompassing all aspects of healthcare provided to the society. The testimony to its value lies in the fact that nursing makes the largest component of healthcare profession with about 2.6 million registered nurses (RNs) in US. So then what does a nurse do? By tradition, a nurse's unique function in health care is to assist the patient in regaining his or her normal health and activities within a reasonably short period of time. In other words, nursing caters to that function where a patient is helped to perform routine activities, which she or he would be in a position to do

without aid under normal health conditions. Nursing differs from practicing medicine in that it aids in easing problems arising out of ailment rather than diagnosing and treatment of illness as is the case with medicine.

While this has been the traditional view, nursing today belongs to a wide gamut of healthcare activities. Thus, apart from catering to patients' well-being in hospitals, community health clinics, nursing homes, long-term care centers and home-care agencies, nursing is also a sought-

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after profession as teachers in nursing schools, as research scholars engaged or helping in research activities, as hospital regulators, as professionals in insurance and healthcare companies, and above all as administrators in nursing related entities.

Even as nursing career has diversified into many disciplines, the principal requirement of nurses remains in hospitals and different healthcare centers. However, many nurses prefer to function independently as nurse practitioners, certified midwives, specialist nurses for clinics, certified nurses for anesthetists and so on.

Many of these specialized jobs call for nursing education up to master's level after having served as registered nurses that require bachelor's degree.

Let us now look at what a student needs to know in order to become a practitioner in nursing.

Studying Nursing

You need to be a student of Science in high school with chemistry, biology, physics, psychology, algebra, English, and preferably computer application. In order to enroll into a nursing school, you may need to take NLN Pre-

Admission Examination in addition to other tests, such as SATs. It is always a good idea to seek admission in state-approved accredited nursing schools.

For good career prospects, studying 4-year Bachelor of Science in Nursing (BSN) program is preferable. Other common courses are 2-year Associate Degree in Nursing (ADN) program and 2 to 3-year Hospital Diploma in Nursing. A BSN degree will pave the way to study masters course in nursing, if later you so desire.

NCLEX Licensure Examinations

Assuming that you have already earned your bachelor degree in nursing, it is now time for you to pass one of the two licensure examinations conducted by the National Council of State Boards of Nursing (NCSBN). The examinations are meant to test your competence to effectively and safely serve as a newly licensed, entry-level registered nurse. The two examinations are the National Council Licensure Examination for Registered Nurses (NCLEX-RN) and the National Council Licensure Examination for

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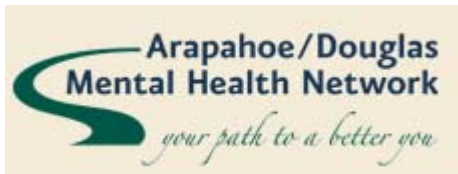


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Practical Nurses (NCLEX-PN).

For more detail information about the tests and how you must prepare to perform well, consider visiting the website of NCSBN.

Nursing Opportunities

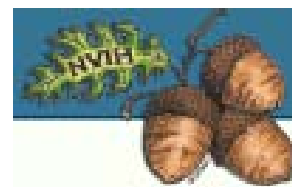
Career opportunities are aplenty in nursing as briefly elaborated above. There is indeed a varying choice of attractive careers available today for nursing graduates owing to several factors, the chief among which being huge shortfall of qualified nurses projected over the coming decade.

Earnings Potential

Upon becoming a registered nurse (RN) with 4-year BSN degree, entry-level nurses can expect yearly income of \$31,000 to \$41,000. That translates to \$15 to \$20 per hour of work. Salary increases with experience. If you opt to become a traveling nurse later in your career, you may make between \$23 to \$35 per hour plus free housing, free insurance, travel reimbursement and lots of fringe benefits.

As you can see, nursing is a good career option loaded with immense opportunities.

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Success and Your Personal Mission and Vision

By: *Bud Bilanich*

Clarity of purpose and direction is one of the keys to career and life success. To develop your personal clarity or purpose you need to do three things. First, define what success means to you. Second, create a vivid mental image of you as a success. Third, clarify your personal values. Once you define what success means to you personally, I suggest that you develop a clear mental picture of you as a success. This image should be as vivid as you can you make it.

The other day, I was having a conversation with one of my coaching clients. We were talking about my Four Cs Success Model; specifically we were discussing clarity of purpose and direction. She said that she read a post on clarity that I did last week and got confused by all of the different words that came up when she thought about clarity — words like purpose, direction, mission and vision.

This got me thinking. If she gets confused about the semantics of clarity or purpose and direction, I bet others do too. In this post, I'm going to define these terms for you in a manner that will help you create your personal clarity of purpose and direction.

As I begin, please note that these are working definitions that I use with my model. You may have seen other definitions for these terms. I am presenting these definitions here to help you better understand how I use them in my model — not as the “correct” definition of these terms.

For our purposes here, I define the word “mission” as follows...

- o Your reason for existing.
- o Your passion.
- o Why you are on this earth.

This isn't always easy to discover. If you're young and still trying to figure out your mission, don't worry. It takes time. That's why I always tell people to be open to new ideas and thoughts, as you never know what you might pick up.

If you told me when I was in high school that my mission would be helping others succeed, I would have laughed. It took several courses in college and a year of service as a VISTA Volunteer for me to figure it out. That's when I began my career in the employee development and organization development fields.

Your mission comes from deep inside you and is unlikely to change over the long run. I've had lots of different jobs in lots of companies and have been self employed for over 20 years. Through all the change, one thing has remained constant — my desire and passion for helping others succeed. In my heart of hearts, I know

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that I am on this earth to help others navigate the ambiguities of life in order to reach their goals.

Here is my mission...

To help others achieve the career and life success that they want and deserve by applying their common sense.

It hasn't changed since I was 23 years old. This mission reflects who I am and why I get up every morning. It is right for me.

What's right for you? What is your passion? Your reason for living? Why you are on this earth?

Think of your vision as...

o Where you are going.

o What you will achieve in the next 1, 5, 10, 20 years

Unlike your mission, your vision will change over the course of your life and career. Early in my career I was

working for the government training other people to be VISTA Volunteers; my three year vision was to get a Masters Degree at night and to parlay that into a training and development job in business. Notice that this vision fit into my mission of helping others

Your purpose is your mission — your reason for living, your passion, what you are on this earth to do; something that is unlikely to change over the long run.

Your direction is your vision — short and medium term goals that define the direction you will take your life and career.

succeed in their lives and careers, but it had a specific short term time frame.

When I was in my 30's my vision was to create a successful one person coaching, consulting and speaking business. Your vision needs to be consistent with your mission.

However, unlike your mission, your vision should change as you grow and develop in your career.

Finally, your vision should

always be a BHAG — a big hairy audacious goal. I first saw this term in Jim Collins and Jerry Porras' great book "Built to Last." Jim and Jerry say that you need to create a vision that will challenge you and motivate you — it should be big and hairy and audacious. What's a big hairy audacious goal for you next year? In five years? In ten years?

My current vision comes in a one year and a five year time frame.

Create a profitable internet business that will allow me to share my optimistic message on career and life success and help as many people as I can by the end of 2010. Make 100% of my income from the internet by 2015.

Notice how my one year vision is consistent with my mission of helping others succeed in their lives and careers. It's also a BHAG — for me at least. While I have amassed a lot of knowledge about career and life success over a lifetime of work and study, turning that knowledge into information products that I can sell over the internet is something completely new for me. I'm learning about internet marketing as I go. With a little luck and a lot of persistence, I am confident that 2010 will be a breakout year for me as an internet marketer.

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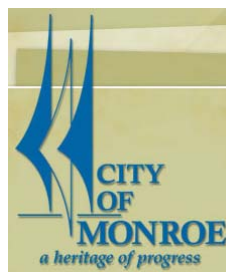


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I'm also confident that by 2015, I'll be doing almost all of my business on the internet. I'll be traveling for business only when I choose to do so. This will be a radical departure from the 45 to 50 weeks of business travel that I did in the 1990s and early 2000s.

So where does all this leave us when it comes to thinking about clarity of purpose and direction? Here's how I suggest you think about it.

Your purpose is your mission — your reason for living, your passion, what you are on this earth to do; something that is unlikely to change over the long run.

Your direction is your vision — short and medium term goals that define the direction you will take your life and career.

The common sense point here is simple. Successful people define a clarity of purpose and direction for their lives and careers. Your clarity of purpose and direction should include both a personal mission (your purpose) and a personal vision (your direction). Your mission is your reason for living, why you are on this earth. It is unlikely to change over the long run. Your vision is a short or medium term goal that defines the direction you will take over the next three to five years. It will change as you grow and develop in your life and career. Your vision must be consistent with your mission.

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Diversity at Community Colleges

How psychology professors and schools can help immigrants, single parents, veterans and other nontraditional students.

By: Rebecca A. Clay

Finding a good place to study is a concern for many students. But for one young community college student, the concerns went far beyond the usual problem of too many distractions: She was worried about freezing to death.

Thrown out of the house after her family discovered she was pregnant, the woman was living in her car in a Walmart parking lot. “She would always park by a light post so that she would have that light to study by,” says a psychology professor who taught the student. “Once the school counselor and I talked her into going to a homeless shelter, her performance improved because she at least had a place to sleep.”

While this case is unusually extreme,

many students in community college face big challenges that can affect their classroom performance. Like the student above, they may be facing very difficult economic circumstances. They may be immigrants contending with linguistic and cultural differences, histories of trauma or fears related to their immigration status. They may be veterans struggling with traumatic brain injuries, post-traumatic stress disorder or the transition to civilian life. Or they may be single parents juggling school and family obligations.

“This is a sector of higher education with a unique mission,” says Robin Hailstorks, PhD, who chaired the psychology department at Maryland’s Prince George’s Community College before becoming director of pre-college

and undergraduate programs in APA’s Education Directorate. “Community colleges really see themselves as open access institutions for people from the local community.”

Fortunately, says Hailstorks, psychology classes by their very nature offer information students can use to overcome challenges. And community college psychology instructors have developed strategies for fostering their students’ resilience and helping them fulfill their potential.

“Students from certain kinds of backgrounds are more likely to see their needs being met at a community college,” says Hailstorks.

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Challenges and strengths

According to the American Association of Community Colleges, 42 percent of the nation's community college students are the first in their families to attend college. Thirteen percent are single parents, 12 percent have disabilities, 6 percent are non-U.S. citizens and 3 percent are veterans. Most community college students receive financial aid, which usually requires them to carry a full course load and maintain a certain grade point average — stipulations that can add to the pressures. (Similar data for four-year college students are not available, according to the National Center for Education Statistics.)

Community colleges typically offer remedial courses in reading, writing and other subjects. But students may still have linguistic challenges by the time they make it into a psychology class, says Linda L. Petroff, PhD, a social science and psychology

instructor at Central Community College who teaches some Somali students drawn to Grand Island, Neb., for its job opportunities in local meatpacking plants.

Psychology's specialized vocabulary can add to the challenges, says Julie A. Penley, PhD, dean of instructional programs at El Paso Community College in Texas. "The vocabulary of psychology is really like a foreign language," she says, citing neuroanatomy and statistical terms as examples.

While the words may be difficult, many students identify with the concepts, says Petroff. When the class discusses Maslow's hierarchy, for example, students have pointed out their position in the hierarchy — in search of safety and food.

Immigrants may have histories of trauma, too. "They're often coming out of really horrific circumstances, especially if they're coming out of situations that involve war, conflict or

time spent in refugee camps," says psychology professor Ruth Frickle of Highline Community College in Des Moines, Wash., whose students have included immigrants from Africa, Latin America and Asia. Students may also be facing immigration challenges, such as undocumented status and families split apart.

For single parents, says Petroff, the biggest challenge is often time management.

"They may have two or three part-time jobs as well as going to school full time," she says, explaining that work or family obligations often cause them to skip classes. "I stress that it's really important to attend [class] and talk about how school needs to be a priority versus just one more thing on their list."

The community college atmosphere can be especially difficult for veterans — even if they don't have physical or cognitive impairments — because they are so accustomed to a certain structure, communication style and

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respect for the chain of command, says Penley.

“When they come to community college, they don’t see that, either with how classmates treat faculty members or even how faculty members treat students,” she says.

Classroom strategies

But challenges can also be strengths.

“[These students are] bringing a world of experience into the classroom, which contributes to a unique classroom atmosphere,” says Frickle. “They also bring with them

some amazing kinds of skills because English is usually not their second language but their fourth or fifth.”

Psychology professors are nurturing those strengths and promoting resilience among their students by:

- **Emphasizing attendance.**

Petroff doesn’t put course materials online because she wants her students to show up in the classroom. She urges single parents to have reliable babysitters plus a “Plan B” for when the usual arrangement falls through. That’s good for their grades — and for their future role as employees, she says.

- **Repeating key points.** Don’t just explain things once, says Petroff. Do it several ways, and provide outlines of each lecture for note-taking. Offer thorough reviews before exams. And allow plenty of time for

questions in each class session. Frickle’s students spend a few minutes at the end of each class writing down what they learned, what they want to learn more about and what they find confusing; she then clarifies “the muddiest point students have in common.” She also gives her students the option of handing in second drafts.

- **Helping students save money.**

When students are struggling to buy food or bus fare, class textbooks may seem like a luxury, says Frickle. Be aware of and compassionate about those challenges when assigning materials that come with a price tag, she says. Amazon.com, Half.com and the class’s former students may offer texts at cheaper prices than the campus bookstore.

- **Encouraging students to seek help.** Most community colleges have on-campus tutoring services, writing centers and offices devoted to specific populations of students, such as veterans or those with physical or learning disabilities. But students are often reluctant

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to use these services or even ask their professors for assistance, says Frickle. “Students are often so used to coping all by themselves that they don’t come and seek help,” she says. Frickle uses a friendly tone on her syllabuses — which outline the purpose of assignments and the expected learning outcomes — so that students feel comfortable approaching her. Another strategy for countering students’ reluctance to seek help is to require those who get less than 80 percent on a test to come in during office hours. Petroff encourages her students to pair up with “study buddies,” who can provide copies of lecture outlines and notes if they have to miss class. And Penley uses examples from her own life, news stories and materials from APA’s website both to illustrate

subject matter and to show students that everyone faces challenges. “It lets students know that lots of people are going through things and what they report works,” she says.

- **Referring students to counseling when needed.** “There’s a fine line between teaching and counseling,” says Petroff. She is willing to talk to students as their teacher but can’t provide personal counseling. To maintain that boundary, she refers students to the campus counseling center. Frickle goes a step further: When a student shows signs of distress in the classroom or in writing assignments, she walks with them to the counseling center. “Culturally, there’s often resistance to that,” she says. “There are certain folks from different racial or ethnic

backgrounds who have very good reason to be suspicious or cautious about psychological help.”

• Expecting success. “One of the things you can do as a faculty member to support student success, regardless of what may be impacting their ability to succeed, is to constantly have clear expectations of success and communicate that consistently,” says Frickle.

Most important, says Petroff, professors should simply encourage their students. Petroff goes out of her way to tell students that they wrote an essay really well or to congratulate them for understanding a difficult concept.

“Some come into school feeling like a failure before they even start,” she says. “That colors their perception and their attitude toward learning.”

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Are You Stuck In One Of The Common Motivation Traps?

By: *Tim Connor*

Everyone is motivated. However they aren't always motivated by the things that we would like them to be motivated by.

There have been countless studies and case histories done on the subject of motivation. Although there are many similarities as well as differences in their ultimate results there are several concepts that can be pulled from all the research regardless of its focus or purpose.

Motivation is often seen as an illusive yet critical idea when we attempt to discover what seems to push some people forward while keeping others stuck in a way of thinking, acting or believing.

Let's look at a few common consequences of the available body of research.

One. No one can ever have it all or do it all. People have motivation in degrees. Some seem to be

overflowing with it while other's have trouble getting out of bed each morning..

Two. It is individual. What motivates one person often has no affect on the next person.

Three. To be effective for the long term it must be an inside-out, not outside-in process or philosophy.

Four. The common types of motivation of fear and reward have their limitations and

positive and negative consequences.

Five. People get it and lose it at various times in their life for very predictable and/or

very illusive reasons.

Six. Goals, values, beliefs, expectations, attitudes, circumstances, perceptions and emotions all play a vital role in a persons ultimate motivation..

Seven. Where there is an inconsistency between talent or ability and outcomes, motivation, whether positive or negative, always plays a role in contributing to why.

Eight. You can't measure motivation. You can measure results but motivation is not the

only factor contributing to results.

Nine. The word motivation contains the concepts of motive, goals or purpose and action. Purpose and motives can range from the idealistic, transitory and spiritual to the more concrete, practical and factual. Action can range from sporadic to focused, from a little to allot, from now to later.

Ten. No one can ever really know why another person does or does not do, feel or act in a certain way. Human behavior is somewhat predictable but it is not an absolute science.

Let's get back to the title of this



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article of common motivation traps. What are they?

As an employee as well as a business owner, father, speaker, consultant and trainer I have witnessed a variety of frustration among a great deal of people due to their lack of understanding of the concept of motivation and their relationship to and their responsibility for other people in their life.

Motivation and the amount of it, at any given time in a persons life, is a very personal thing. People can influence other people for good or for evil but the ultimate responsibility for a person's behavior is, has been and always will be, themselves. One of the greatest frustrations in a person's life is the unrealized expectation of another persons behavior. In other words, why won't my kids, spouse, parents, employees, customers, friends etc. act, think or feel the way I think they should? Why do these same people act, think and feel the way they do? Don't have a clue folks.

Our role as managers, parents, spouses, friends and so on is not to motivate other people. You see we can't really. Real motivation is an inside-out process. When we believe that we can motivate others, we are assuming motivation is an outside-in process. Our role is to create an environment where people would want to, and are able to motivate themselves.

If you look back at the two traditional motivators of fear and reward you will see that they 're both based on an

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outside-in philosophy. They are only as successful as the person being “motivated” is willing to let them influence them. For example if you use fear on an employee, let’s say the threat of the loss of their job to get them to improve their performance. If they have the attitude, I don’t need your job, I am a talented and hard working individual, I quit. Your threat was useless.

Fear and rewards as motivators are only effective if the person you are trying to motivate is concerned or interested in your threat of punishment or your reward. These motivators are really a motivational environment. Neither of these environments contribute to peak performance behavior within an individual. In the long term they are more negative than positive. Yes, even reward motivation can have its negative consequences.

People have not basically changed in the past several hundred years. Most people want the same things in life. Recognition and/or praise, challenge, a feeling they are making a contribution, security, to exercise the freedom of choice, the need to be in on things, to feel worthwhile and productive and the ability to have influence or control over their life and destiny.

If you want a motivated family, organization, team, department or group of any kind satisfy as many of the above needs for the individual or group as you can. If you want a de-motivated team, group, organization etc provide none of these.

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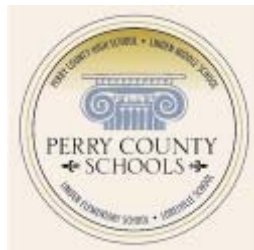


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10 Secrets for Success

By: Terje Ellingsen

Below are 10 secrets for success. These are a surveyed result of a number of successful people, to find out what they have in common in achieving success. The result is a set of 10 success strategies, which can be applied by anyone who wants success in what they set out to accomplish. First you should ask yourself how many of these success actions you are actually doing today. If you feel that you could have been more successful, then try out some - if not all - of them, practice them, then see if you become more successful.

Success requires you to find out what your real dreams or goals are

To achieve success it is important to be as specific and detailed about your goals as possible. For example, say "I will increase my income with \$1,000 next month," instead of "I would like to increase my income."

You must create a detailed action plan to reach your goals successfully, and then follow it.

Success requires positive thinking

This has been said so many times that most people are tired of hearing it. Nevertheless, most of us don't do it regularly. Always think positive thoughts, try to visualize success as much as possible, stay away from any thought about failure. Also stay away from negative people. You act as you think. You are as you act.

Never compromise the truth - Successful people have high integrity

If you want success, then stay away from cheating or lying. Stick to your promises. When you make a mistake never hesitate to admit it. Successful

people need not be ashamed to tell the truth.

Success requires action, action and more action

Successful people never make goals for putting them in a drawer. Every end goal should be a detailed action plan. Goals without action will never be achieved successfully. Take courage. Do it! Now!

Never stop acquiring new knowledge

Learning is vital for success in whatever you try to accomplish. Read books, take e-courses, go back to school, take classes and seminars, join discussion groups, etc. If you are interested in a subject or need a deeper knowledge about it, then get it. Try to continually acquire new skills and do what it takes to learn

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them. Successful people do.

To become successful you need patience, persistence and hard work

Successful people Always keep their eyes on their goal. If you want to be successful work hard toward your goals. Never, never, ever give up!

If you want success, then put all the facts you need on the table

If successful people don't have the facts they need they search for them until they have all their questions

answered. The more relevant facts you have about an issue, the more successful and wiser your decisions will be. Use your mistakes as your best way of learning. Then you will surely succeed.

Stay focused on what you think is important

Successful people put their full attention to what is important and don't let other people distract them. If you want success, then do the same.

If you want success, be creative and different

People that follow the crowd belong to the mediocrity. Successful people don't. Be true to yourself, and develop your own thoughts and ideas. Then you'll succeed.

To be successful, you must develop your communication skills

Successful people are clear and honest in their communication with others. Thus they encourage others to do the same. If you want to succeed, practice understanding other people before you expect them to understand you, and you'll succeed.

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Making Presentations With the Right Technology

By Scott Elliott

It wasn't so long ago that presentations were made from a lecture or the front of the room only, and the only hardware that was available was a blackboard and a piece of white chalk. The only software required was a soft cloth to wipe the blackboard clean after the presentation was completed. It is fair to say that things have changed a little since then.

Digital presentations

The first breakthroughs in computer driven presentations began over the last ten years. They came with the advent of the laptop or portable computer along with the launch of the first piece of software especially developed for the purpose; Microsoft PowerPoint. Still a market leader in its niche today, PowerPoint in its early days began as a simple slide show presenter, and lacked almost all the additional features that it has at its disposal today. However

in those early days, someone coming to making a presentation using this technology was automatically placed on a higher plain than the blackboard and magic marker brigade.

Today, presentations and presentation technology have come on in strides, Organizations have long since realized that to send a speaker to make a presentation in front of a live audience of fellow researchers and possible donors can no longer rely on their colleague's good will and understanding if they make a presentation fraught with technical problems and amateurish effects. These days are long gone. Even the most financially pressed research Organization will not allow them to make presentations without having invested a lot of time and as little money as possible in creating an effective presentation. One of the major benefits of PowerPoint is that, although it has developed along the way while retaining its status as being probably the number one presentation program

software in the World, it is still very user friendly and relatively inexpensive. This why probably more than 90% of presentations made in the World, whether in a business or a professional setting is made through PowerPoint.

High power presentations need high power technology

As presentation technology developed the demand increased for more effective and hard hitting presentations, tailored more towards the business world. Companies who are prepared to invest a large proportion of the advertising budgets on point of sale presentations increasingly embrace the concept of presentation technology. As newer and more powerful software came on the market, companies who ran their own in-house marketing departments, rushed to add it to their artillery of software programs. Smaller companies handed out huge commissions to

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design agencies to design and produce audio/visual presentations that would pop the eyes out of the heads of potential customers, either consumer and business. However something was missing, and nobody knew what to call it. It was an effective platform for these presentations. A cross between a screen, a monitor and a television, the experts said.

Let's give them something to look at

And then one day it came, And boy, was it expensive. The first flat screen plasma high density television monitors cost what some people

would pay for a good second hand car. However there has been nothing quite like them before or since in providing a platform for presenting audio/visual presentations. The high density resolution that they are capable of providing cannot fail to impress even the most hard-hearted of buyers. Since they came on the scene, prices have come down considerably and they are in the reach of most marketing Organizations. There are even companies who will rent them out for the duration of a trade show or exhibition. So the technology is within everyone's reach.

For consumer point of sale presentations, LCD monitors are also

becoming highly effective as marketing presentation platforms. Usually smaller, with lower density definition these monitors can usually be found in banks or customer service departments. While the customer is waiting in line, they can read and learn all the latest developments and offers that the company has to offer. This is a classic example of taking full advantage of a captive audience.

Presentation technology is a fast paced industry, and has made a successful transition into online applications also. The sky is the limit and who knows where the technology will lead us to next.

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Strategic Self-Management - Critical Factors to Great Time Management

By: Marianne Van Weezep

When time management tools were first implemented, their principal benefit was they promoted tracking of our appointments or commitments. As the demands for our time increased, time management tools also increased in their functionality.

Today they assist in managing long-term objectives (goals) while strategically managing day-to-day priorities. The most important purpose is to allow you to monitor and measure your activities to ensure you achieve your expected outcome.

Most people utilize their current time management system solely for tracking appointments with a

reminder of their daily activities. The problem with this is in most cases your system becomes a glorified to do list with the potential of a lot of duplication.

It requires you to transfer items not completed on your daily schedule. This continuous writing forward fools the psyche into believing it is working harder than it actually is. It creates feelings of frustration when we do not complete all the tasks we set before us. We also run the risk of forgetting to transfer the unfinished task.

The greatest risk in utilizing this method is the danger of losing the information. It is a well-known fact that success is in the details so you want to ensure your

system has adequate tracking in place with the least amount of effort on your part. To aid you, many software companies have developed electronic time tracking tools to keep all your information grouped into one location, easily allowing you accessibility without having to duplicate your efforts.

Electronic systems do take a bit of time to get used to as most of us are visual learners and thus require the need to be able to see the details spread out. Electronic systems can also be more time consuming as they require you to have access to it at all times. This becomes a bit of a challenge when you are out on

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appointments or away from your desk. Even if you have a hand held organizer, have you ever noticed the expression on the faces of people as you are trying to enter your information. Pen and paper is still a lot faster and easier.

In order to maximize your effectiveness within your own system, it is important to understand that you cannot manage time, only your activities in relation to time. This system then, instead of being a time management system is looked upon as a project management system.

To get the most out of your system why not try adding an Item's To Do Journal and a Project Management Journal. These are the two easiest beginning tools to incorporate, regardless if you use electronic or a manual time tools, especially if you are serious about taking more control of your goals. Use them to make certain you can monitor and measure both your long term and short-term goals amongst your daily requirements.

The three critical factors of great time management are:

1. Managing Your Time With A Day Planner:

Utilizing a time management system, which incorporates a scheduler, an individual To Do Journal and a Project Management Journal. By prioritizing your appointments, goals, and non-related tasks, you have a greater chance of holding yourself accountable to tight deadlines.

2. Holding Weekly Reviews with Yourself:

A weekly review will allow you to focus on transferring any details, which may be unresolved from the previous week. It also allows you to determine if you accomplished what you set out to do. Some questions to ask yourself are, "Did I accomplish my number one priority this week? Did I accomplish my #1 personal goal? If not, why not? What did I learn this week? What can I do better? The clearer your questions, the easier it is to come up with new activities to challenge yourself to grow.

3. Updating Accountable/Measurable Tracking Systems:

The sure success of any great plan is in direct proportion to the tracking systems put in place. This allows for flexibility of change and correction anywhere along the implementing of your goal. So let us say your personal goal is to read 12 books this year. Do you have a record of where you can track these to ensure you are indeed accomplishing your goal? If you were working a sales or financial goal - do you have an excel spreadsheet to track your results?

Good time management principals come easy with practice. Have fun with it and know it is all for your success!

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