



# Executive Success Factors

April 2008

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DISCOVER, DEFINE AND DEVELOP YOUR POTENTIAL

## The Top 10 Actions To Building A Stronger Sales Team

- 1) **Clear communication.** Use the KISS (*Keep It Short and Simple*) method – it does not have to be complicated to outline exactly what is expected of them daily, weekly, monthly and quarterly.
- 2) **Motivate your current sales team with incentives,** rewards and, most importantly, acknowledgements of a job well done. In many of my interviews with dissatisfied sales professionals they lament the fact that their achievements are not noticed nor seem to matter.
- 3) **Praise in public,** criticize in private.
- 4) **Promote from within.** Nothing motivates current sales team members more than knowing they, too, can be promoted when they prove themselves worthy.
- 5) **Be accessible.** Having a manager actually listen and be available may make the difference to that sales rep as to whether they close or lose the sale.



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## Alert Supervisors To Little Known ‘Association-Bias’ Law

By now, your supervisors know it’s illegal to discriminate against someone because of his or her disability. But do they also know about a less-obvious part of the ADA that makes it illegal to discriminate against people because they have an association with a person who has a disability.

For example, you can’t refuse to hire someone because of an unfounded fear that the person will be excessively absent or unproductive because they need to care for a disabled child. The ADA’s association provision covers hiring, firing and other terms and conditions of employment. *Other examples of discriminatory actions:*



- ◆ Firing or refusing to hire someone based on concerns that the person will acquire a condition from a family member or friend
- ◆ Refusing to provide health insurance for an employee's family member with a disability when you generally provide health insurance for employee dependents
- ◆ Harassing someone based on the individual's association with a person with a disability
- ◆ Firing, refusing to hire or denying benefits to someone because of concern that the organization’s image will be hurt by an employee's association with individuals with disabilities (*Example:* Discriminating against an employee who provides volunteer services for AIDS patients.)

**Note:** The EEOC has published a Q&A fact sheet that explains this ADA provision. Read a copy of it at [www.eeoc.gov/facts/association\\_ada.html](http://www.eeoc.gov/facts/association_ada.html)



# ONE MINUTE IDEAS

## Spot That E-Mail Virus

In case your anti-virus program doesn't catch every E-Mail based Internet worm, try the following tip to be warned if you are infected: Add a fake E-Mail address in your address book and name it with an obvious name (like "virus alert") If you get infected, the message sent by the worm to that invalid E-Mail account will bounce back to you and you'll see the bounced message warning.

## Meeting Communications

When answering a question at a meeting, it is important to be specific. Be direct, short, and leave no room for interpretation.

Most of us tend to give a long explanation to set up the actual answer. By then most people have either forgotten the question or you have lost their interest.

If you are specific when answering you can add additional details if needed.

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Dedicated to helping individuals, teams and organizations achieve their dreams and goals.

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- 6) **Assign mentors to new hires.** A seasoned sales rep can help the new hire avoid the rookie mistakes and accelerate his/her ramp-up time.
- 7) **Offer training consistently throughout the year** to your sales team. Always keep sharpening the saw.
- 8) **Have a book of the month** that all read and discuss. Hundreds of excellent books exist that relate to selling and business success.
- 9) **Build your bench.** If you see top talent from your competitors in the field, begin a relationship with them so you can contact them when you have an opening. It's not IF you will have an opening – it's when. People get promoted, move, quit or are fired.
- 10) **Continue your relationship with your external recruiter.** When all internal efforts are exhausted, or you need professional help hiring top talent, you'll have an ally ready to go to work for you. Copyright protected worldwide - Cindy Hazen



## Guidelines For Roth IRA Contributions

**T**axpayers confused about whether they can contribute to a Roth IRA should consider guidelines based on the following categories:

- ✓ **Income Limits** – To contribute to a Roth IRA, you must have compensation (e.g., wages, salary, tips, professional fees, bonuses). These limits vary depending on your filing and marital statuses.
- ✓ **Age** – There is no age limitation for Roth IRA contributions.
- ✓ **Contribution Limits** – In general, if your only IRA is a Roth IRA, there is a maximum. The maximum contribution limit phases out depending on your modified adjusted gross income.
- ✓ **Spousal Roth IRA** – You can make contributions to a Roth IRA for your spouse provided you meet the income requirements.
- ✓ **Time** – Contributions to a Roth IRA can be made at any time during the year or by the due date of your return for that year (not including extensions).



Roth IRA contributions are not tax deductible and are not reported on your tax return. You do not include in your gross income, and therefore are not taxed on, any qualified distributions. Visit the IRS Web site at [www.IRS.gov](http://www.IRS.gov) for more information.

*Patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish.* John Quincy



## *How Do Your Managers Measure Up?*

In the workforce today, successful managers and supervisors do more than just oversee and delegate tasks to their team members. As direct factors in retention and performance results, employee coaching, team building and development initiatives are at the top of their list of duties.

Managers who truly know and understand their employees will be able to focus on the individualized aspects of coaching and pinpoint the strategies that will produce significant results. However, it takes months to understand new or introverted employees. Even then does a manager truly understand them?

### Tools for Effective Coaching

Coaching can be done at a whole new level when you have the tools to understand how someone acts, communicates and behaves, what values they hold that motivates them to action, and what personal skills they have or do not have, that would contribute to the job. With this information, development plans can be directed towards an employee's individual areas of improvement and the right rewards can be utilized to drive motivation. All the while, your manager can be coaching in a way that is most effective with the employee's behavioral style.

Assessing behaviors, motivators and personal skills with TTI's TriMetrix® System is a simple and powerful way to turn your managers into the coaches they need to be. Contact us today to find out how successful coaches will have an impact on job performance, employee retention and your bottom line.

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## *Leadership Character Qualities*

### *Where do you stand?*

If you were to incorporate the following character qualities into your annual Leadership 360 Survey, how would your ratings compare to your employees' ratings of you.

- A person of integrity
- You do what is right

- You are an honest and trustworthy person.
- You do not gossip
- You do not listen to gossip
- You do not harm others
- You speaks out against wrong
- You honors others who walk in truth
- You keeps your word even when it costs you
- You are not greedy to gain at the expense of others
- You take no bribes against anyone
- You are strong and stable

We invite you to reflect further on these character qualities by reading Psalm 15:1-5.

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### *Books to Consider*

Release Your Brilliance: The 4 Steps to Transforming Your Life and Revealing Your Genius to the World by Simon T. Bailey, 2008, HarperCollins Publishers. Are you releasing your brilliance? When you do, you have "it" - a special, distinctive quality, a vibrant energy that attracts others. You feel a buzz, alive and connected. *Release Your Brilliance* provides the combination to the vault where your brilliance is kept.

A New Earth: Awakening to Your Life's Purpose by Eckhart Tolle, 2006, Plume Printing. Mr. Tolle expands on the powerful ideas from his book, *The Power of Now*, to show how transcending our ego-based state of consciousness is not only essential to personal happiness, but also the key to ending conflict and suffering throughout the World.

The Dream Manager by Matthew Kelly, 2007, Beacon Publishing. *The Dream Manager* is a business parable about how companies can achieve remarkable results by helping their employees fulfill theirs.

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"You are here to enable the divine purpose of the universe to unfold. That is how important you are!"

Eckhart Tolle

## *Perspective of a Life – Emily’s “In the words of others”*

In these last months since December 29 we have received numerous cards and emails from many people. In reference to those who had some connection with Emily on her journey through her short life on this earth, we would like to share in their own words some of their thoughts related to their experience of Emily. These words have helped us celebrate her life and her relationships. We have appreciated their thoughts and experiences as this helps with some of our grief, pain and the healing process. We are deeply thankful and grateful for the gift of their words.



“Emily was one of the strongest women I have ever known. Small but full of fire and passion for truth! She will always be a part of my heart. It is hard to keep my composure anywhere. Some days I succeed, some days I fail miserably. I cannot imagine if it is this hard for me, what it must be like for you. Your words were beautiful and I am so thankful that even in death, Emily's spirit and strength lives on to help others grow and develop. I miss her.” Beth Burge, Mobile, AL

“Emily was amazing and I am so grateful for the years I got to spend with her in college. I admired her discipline, compassion and selflessness. She was a good friend to me and I will miss her until I see her again. . . This weekend my husband compiled some videos including our engagement, slide show at the wedding, the wedding, etc. The slide show and wedding video brought back great memories with Emily. I miss her.” Ashley Powell, Purvis, MS

“One thing I remember about Emily is that she would say, ‘When I win the Lotto . . . I am going to pay for your loans, buy you a car, etc.’ the funny thing is I don't ever remember Emily buying a Lottery ticket in the time that I knew her. But I loved that phrase because it was her motherly nature at work and I knew she cared. As you know Emily loved music. I honestly believe that Emily expanded my genre of music. So much so, that when I would hear something that sounded like something Emily would like, I would send her an email with a link of the music and ask her to listen to it. It has been difficult. I don't know if there's a day that passes by that I haven't thought about her, but I want you to know that I loved her and truly appreciated her friendship. I terribly miss you Ms. Emily. You were in my life for just a short time, but you made an impact on me beyond words. You were a friend, confidant, and a mother at times. I was blessed to have you. I will sincerely miss your radiance. You were truly a beautiful soul! I love you girl!”

“I remember speaking to Emily after she attended the Amos Lee concert, and she told me how his music re-inspired her to dance. It seems it just brought something out of her that was very encouraging. She told me I should listen to him, and I definitely loved his music. I actually listened to it while I was studying for finals.” Faudlin Peirre, Miami, FL

“On motion of Representative Toby Barker, on January 9, 2008, the Mississippi House of Representatives adjourned in memory of Ms. Emily Bearden.”

“Emily will be with me always, in my heart and in my mind. I was always overjoyed to know that she would be joining Rain and I for various gatherings (Emily had been invited to a Girls Only gathering with Rain, Eleanor and my self on the Saturday night of her accident). I loved to see her dance, too. I was certainly happy to talk with her about her planned academic endeavors because I specialized in psychology as well, but I would have encouraged her on whatever path she chose because I know she would have brought her personalized touch and energy to anything she did. Sometimes thinking about her now brings me tears, but more often I find myself giggling a bit about some silly conversation we had or just the wonderful laugh that she had. She definitely has a little voice in my head to help me look at the bright side of things, or at the very least a DIFFERENT side of things. I know that Emily matured on-her-own and carved out new opportunities for herself all the time, but such

a wonderful person does not just magically appear. I thank you for sharing Emily with us all and helping her become the incredible woman she was.” LisaCaitlin Perri, Durham, NC

“We still feel her spirit here. What endless gifts Emily gave us. I hope she knows how much we love her. She seems to be always on someone's mind here. Phoebe, Stella or Emma will each randomly say something about her, letting us know they're thinking and feeling about her. Just today Phoebe was walking into her violin lesson and said, ‘Mommy, I wish I could have seen Emily before she died. I wish the hospital would have allowed children in.’ I then reminded her of the last time she saw her. Phoebe was so happy to have her memory jogged. It all came back to her. Christmas day evening when Emily came in and so sweetly received the tour of all the girls' Christmas presents. Then sat by the fire and read a book while the girls got food for the bunnies and prepared for bed. Then they came back downstairs for hugs and kisses and goodnights from Emily.” Merideth Tomlinson, Hillsboro, NC



“Her poise and presence in the classroom were noticeable and I always appreciated her engagement. In a class of 125 students she stood out as a mature, involved student and I thought she would excel in her chosen field.” Maggie Bromberg, Chapel Hill, NC

“Her curiosity and dedication made her stand out. I am quite saddened to learn that her life has been cut short. It's unusual for a student in an introductory class to make such a strong impression, but her probing questions and earnest desire to pursue a career in psychology distinguished her.” Will Sampson, Chapel Hill, NC

“She was a lovely young lady with a beautiful spirit who has had a tremendous impact on this world.” Carlye Kincaid, Chapel Hill, NC

“You can be assured that Emily touched many people's lives in her few years here in North Carolina. She will be loved and remembered forever by her many friends in North Carolina. I will never forget her coming to my birthday party and showing all of us her little Organ Donor card that she just got. She was so proud at it, saying she will save lives one day. And she did . . . She gave 5 people a much better chance at life. She was a very tiny girl with tiny feet, but a huge loving strong person inside!” Jana Delezelova, Chapel Hill, NC

“The staff and owner of Griffin Associates Realtors are fortunate to have been given the opportunity to know her and enjoy her beautiful personality.” Barbara Evans, Durham, NC

“Our hearts ache with the memories of Emily. Phoebe, our six-year old, upon hearing a song that mentioned the resurrection this past weekend, asked ‘why can't Emily come back too?’ If only. . .” Mark Hulbert, Hillsboro, NC

“Emily was so beautiful, caring, intelligent, and warm. . . Emily and I met in the summer of 2005; I had moved home to Chapel Hill after college and begun taking Niki Juralewica's dance class when I noticed what a hard working and beautiful dancer she was. Through that fall and all the confusion that fell over the dance community at that time, Emily and I got to know one another. We danced for Niki, but in different pieces. We danced for Killian Manning together in *"37 Shades of Pink"*. I loved watching her in rehearsals; I got so much comfort in knowing she was there. She had that about her, this incredible gift of making a person comfortable. And she was so good, and so honest, and so encouraging. We would get coffee (actually she always got hot chocolate) after the rehearsals and talk about the piece, or the people surrounding the piece or ourselves. Of everyone I met during the 8 months I lived in Chapel Hill, Emily was the one I grew closest to. When I returned to New York, Emily and I would write letters to each other or email. She always picked up the phone when



she could and always called back promptly. She made me feel good and safe. I will miss her dancing and her smile and her sense of humor. She meant a lot to me, and I am so sorry that she died.” Nicola Bullock, Brooklyn, NY

“We were shocked to learn that Emily was killed in a car accident. She was such a faithful volunteer at the Durham Rescue Mission and she will be greatly missed.” Staff and Residents, Durham Rescue Mission, Durham, NC.

“Emily will be missed by the Orange Church family where she regularly visited.” The Wright Family, Chapel Hill, NC

“Emily was so special. She meant a lot to us at Hard Rock Marble. She was like family. I can't put into words how this loss has shocked us. She will truly be missed. We love her.” The Moore's, Hillsboro, NC

“Our thoughts and prayers are with you.” Choreo Collective Dancers, Chapel Hill, NC

“Emily is so fondly remembered for her gentle and caring way as she served the young dancers at Infinity Ballet. Her wonderful spirit lives on in so many inspired hearts.” Apex, NC

“Emily you will be greatly missed.” Tashala Williams, Clinton, MS

“Emily will be greatly missed. I have such fond memories of her in high school. I always enjoyed her quick wit. She was such a sweet person.” Simonee Patton, Clinton, MS

“Emily was like a little sprite when she lit into the house. So airy and pretty and always winsome, she was a joy!” Alice Fulgham, Jacksonville, FL

“I know this has been a difficult time for you. I have been praying for you and grieving with you during this difficult time. I miss Emily so much and know that you do too. With much love.” Susan Palmer, Knoxville, TN

“I have so many wonderful memories of Emily! We became friends in the 4th grade. Took ballet together; went to the beach together; got our ears double pierced without our parents' permission and the list goes on! She was always so sweet and kind. She had the biggest heart and always wanted everyone to be happy. She loved to be with her friends and we loved to be around her. I will miss her sweet spirit and her goofy sense of humor! Thank you, Emily for always being such a great friend to me. I love you girl!” Claire Kinsey, Jackson, MS

“Emily was a wonderful person with a contagious personality. She was always so bright and bubbly in high school.” Megan Terry, Hattiesburg, MS

“Emily will be missed. She was a wonderful, loving and caring person.” Janet Rigby, Lake Charles, LA

“I lived in the same house with Emily for a year during college. My favorite memories of her and how I will always remember her are sitting on the couch eating those little chocolates called ‘treasures’ while watching television. She's a treasure I'll miss.” Amanda B.

“I went to college with Emily and lived in the same dorm as she did freshman year. She was truly an amazing person. I have not seen her in several years but seeing her picture and all of the kind words reminds me how much of a wonderful, selfless, devoted, and kind person she was. She was always a joy to be around and could always make a bad day seem better.” Kimberly Ward, Hattiesburg, MS

03/10/2008 “Emily was an amazing person. My experience down at USM in the dance department was incredibly enriched by Emily. We were very close through those four years. Truly, when I think about dance or am dancing, I always think about Emily; I always will. A big part of our learning process in the

dance department talked about our “muse” in dance, who it was, that inspired us to create dance; those whose dancing inspired us to create more dance. Emily was that person for me. Maybe that was what fused us to be so close in addition to our friendship.

“It’s amazing how I run across pictures of Emily, or us together, when I least expect it. She has immensely touched and enriched my life. Even though I have stepped back from the dancing world, I was so proud that she had continued on in her pathways of dance. We had both ran into obstacles through the dance program that made us second guess our abilities. And I was extremely happy to know she had carried on and found a niche in North Carolina. Emily talked about Steve, Diane and Laurie often at college. As much as she was fiercely independent, she loved her family just as fiercely.

“When we had talked during the late summer/early fall, right before she was starting grad school, we had talked about me going to visit over one of our school breaks.” Tawnia Vollstedt, Boise, IO

03/23/2008 “I do think about Emily all the time. At the coffee shop where I work, there is with me every day from the beginning of December a tiny red hair girl by the name of Holly, who I called from the beginning, Emily. I would always say, ‘hey Em, can you. . . (and then), sorry I know you are Holly.’ . . I would always say, ‘you have to be into dancing, right?’ and Holly would say no.’ And I say, ‘that is weird, cause Emily loves dancing and you are just like her. . .’

“I told Emily about Holly! I told her how I keep calling her Emily instead of Holly. . . She loved it. Emily would say she wanted to meet Holly.

“I don’t know if my friend Devon wrote you already, but she was driving on 15-501 in Durham, stopped on a red light and a homeless person came to her car. . . she pulled the window down and gave the guy a granola bar. She keeps granola bars in her car since the memorial service. . . . The homeless guy thanked her and said that he has a great friend Emily who always gives him one too. . . This shows you what a nice person she was. . . not only giving him something, she also talked to him, she introduced herself!!!!!!!

“I have given maybe 2 boxes of granola bars. . . still waiting to meet the homeless guy who knew Emily. . . It will take time, but one day I am sure I will get to introduce myself to him and tell him about Emily. . .

“When me and Emily lived together she had a long list of Czech words, like ‘hi, how are you, thank you, your welcome. . . also she had a sentence ‘turn the music up.’ She only remembered turn the music up. So I would come home from work, she would say hi in English and out of the blue she would say in Czech ‘turn the music up.’ Even though no music was playing, that was so funny.’ Jana Delezelova, Chapel Hill, NC

03/24/08 “We really appreciate staying connected with you. It helps us to feel connected to Emily. . . which is not hard. We feel Emily imbued our home with her spirit and we are grateful.

“We realized recently that our cat, Sydney, whom Emily was taking care of, and whom Emily was so good to, starting crying incessantly in early January. I took her to the vet in February and they could find nothing wrong, she was in great health. Then somehow it came to me that Sydney started crying soon after Emily's death and I may be projecting onto our cat, but we believe that she has been missing Emily terribly. So, we've given her extra attention in the spirit of Emily's loving ways with her (despite being allergic to cats!! which she never told us).” Merideth and Mark, Hillsborough, NC

03/28/08 Some one that did not know Emily but met her and attended to her in the car at the scene of the accident were Edward and Cindy Geiger. We feel they have become a part of us on the journey of grieving and healing. They put flowers out for us. We received an email this morning from Cindy, “I wanted to tell you that I turned around in the drive near the flowers yesterday and saw that someone had placed a smallish white painted cross with a rose and one daisy right beside Emily’s Easter Lily arrangement. I had not been that way since Sunday, so I hadn’t seen it before. I got out and looked carefully to see if there was a card or something on the cross to identify it, but there wasn’t. It was not new, and made me think of the song “The Old Rugged Cross”, so it seems someone had purposefully put this item there that was special and meaningful to them with a history to it. . . So you have a little Easter

mystery, or even a small Easter miracle. I thought you would like to know, and if someone comes forward saying they put it there. I'll pass their name on to you. . . That shows that people other than us remembered Emily on this special day of resurrection."

03/29/08 "There hasn't been a day that's passed by that I haven't thought of Emily. There are just certain things that remind me of her. When I see a young lady with red hair I think about her. When I listen to certain genres of music that I think she would have liked I think about her. When I see anyone dancing to ballroom I immediately think about her.

"Emily was bedrock to my completing law school. The last time we spoke, I remember her saying, 'One more semester, you are almost there!' Yesterday, while I was sitting in Circuit Court (in Kentucky) those words dawned on me, and again I thought about Emily.

"I miss her dearly. I think to myself often I wish I could have told her how much I loved her and how much she meant to me as a friend. My pain runs deep but I know it does not compare to that of the emotions of a Father, Mother, or Sister." Faudlin Pierre

Not a day goes by that we don't think of Emily. Not a day goes by that a tear is not shed. Whether a word from a friend, a song on the radio or CD, the phone ringing, riding down the road, in the silence of the night or the early morning. . . we are reminded of Emily. The best description of our current experience and grieving process is in the words of C. S. Lewis as he wrote in *A Grief Observed*, "The act of living is different all through. Her absence is like the sky, spread all over everything."

Steve, Diane and Laurie