

How Can You Effectively Criticize A Coworker?

One way is to create the perception of a common goal. This is where choosing the right words helps. It's using a cooperative vocabulary. Instead of saying, "Unless you get moving fast on those statistics, I'm not going to be able to get this report done on time," try emphasizing the common goal: "We could get our report done quickly if you firm up the statistical data while I enter the text." Use words like *we* and *our*.



The second way is to show how a peer's performance affects both of you. So instead of saying, "Get to the meeting on time," try something like, "Look, when you're late, it makes you look bad, it makes me look bad, and we don't get the next project. If we're both on time, we do." Now you've made a permissible criticism. You're saying, it is my business, because it affects my job.

A third tactic is to agree with the coworker, but point out that somebody else higher up would disagree. You say something like, "You know, I used to do it this way because it's easier. But when Jack finds out about this, he's going to make you do it over." Now you've aligned yourself with the person.

Author unknown

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Recognize and Address Hiring Mistakes

The objective of a selection process is to increase your odds of selecting the best candidate. No matter how good a selection system may be, occasionally it will result in the selection of an applicant that is not the right fit for the job.

The final decision is always made by humans that may divert from the selection process in favor of intuition, appearance, familiarity, school, past employer association, or the pressure of time. So, poor fits are bound to happen despite a well developed selection process.

If you hire someone that ends up being a poor fit for the job, do not make the second big mistake; holding on to the future poor performer for far too long.



Suppose an applicant is hired because he or she makes a good impression, reminds you of someone else, or happens to interview at just the right time. Shortly after the orientation process, the new employee begins to show signs of not being the right fit. It could be something as basic as frequent absenteeism or as critical as not having the talent or level of experience expressed during the interview.

Your big mistake occurs when you attempt to convert the poor fit into the "good employee."

The result is often low morale of other workers who recognize the new employee's inability to perform at the expected level, and they resent the "special" treatment.

To identify and remove a poor fit:

- Closely monitor the new employee's performance
- Conduct a comprehensive performance assessment 30 days after hire
- Classify performance shortcomings into two categories: can do and will do.

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ONE MINUTE IDEAS

Journey –

This word is a reminder to enjoy the whole of your life more. There is a tendency to fixate on all the things/situations we feel the need to attain to make us happy, or bring us peace. When we focus on these things as the ultimate destination, we lose sight of the wonderful journey we are on. Every day of your life is an adventure, filled with opportunities to make choices, take chances, and create changes.

Today, take a look at your travel plan. Have you fixed your itinerary for joy around future plans, or do you allow yourself to enjoy the scenery off the beaten path at any given moment? Today, be thankful for all that you already have within you. All the tools you need have been provided. It is now up to you to use them wisely and enjoy your travels here on Earth. We are only here for a short while, and one never knows when it will be time to clear the departure gate. Do your best to enjoy your journey today, so that you leave no room for regrets tomorrow.

Success is getting what you want. Happiness is wanting what you get.

– Dale Carnegie

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“Can do” refers to the ability the employee has to do the job. If the employee does not have the ability, determine the cause. If you are providing the resources to facilitate success, but the employee lacks the ability due to misrepresentation or lack of skills or talent, then you must determine whether you should terminate the employee or try to build a better employee.

“Will do” refers to employees that have the skills or talents wanted but possess bad work habits that prevent them from being a success. In this instance, you should clearly outline the performance expectations and hold the employee to them. Should the employee fail to adhere to these expectations, then you should cut your losses and terminate the employee.

The first 90 to 120 days represent your greatest cost in developing a new employee. It is also the time when employees exhibit the strongest desire to showcase their talents, learn about the job, and stay out of trouble. If these qualities are not clearly evident in the early stages of employment, then recognize that it is best to remove the poor fit from the organization before additional harm can be done.

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Leader and Follower

As a supervisor, you are both manager and managed: leader and follower. Your primary responsibility as a leader is to make sure your group achieves its goals. Your obligation is both to your subordinates and to your superiors. How can you satisfy both? What is your obligation to the company?

It may help to view your obligation to other organizations that you belong to such as community groups, fraternal lodges, or volunteer groups. In most of these cases, you are committed to the organization goals, while many times not having a leadership role. You give of your time, efforts, and even money because you're committed to helping achieve the goals. In return, you receive a feeling of satisfaction. These organizations need you to continue their existence and you need them for gratification of your needs.



You should view your company in a similar fashion, as an organization whose goals you are committed to achieving. It needs your commitment and support and, in return, it provides a source to fulfill your needs. This is a mature outlook which takes into account the reciprocal nature of most relationships.

The achievement of organizational goals and personal goals simultaneously can become a reality.

- ✓ *Do you know what the organizational goals are?*
- ✓ *Do you know what part you play in the achievement of these goals?*

This is Key to a Supervisor's Success!

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Words to Live By

While you're waiting for stress relief from the expensive gizmos that will rearrange your auras and entrain your brain, take a deep breath and try these traditional techniques.

First, a word of caution: These methods are so unrelentingly old-fashioned that they may take longer than 15 seconds to produce results. But patients at the Comprehensive Headache Center at The Germantown Hospital and Medical Center in Philadelphia, Pennsylvania, swear by them.

- Do nothing which will require you to tell a lie.
- Learn to live one day at a time.
- Start saying "no" more often.
- Get up 15 minutes earlier every day.
- Be prepared to wait, and have something to read for when you do.
- Procrastination is stressful. Whatever you want to do tomorrow, do today. Whatever you want to do today, do now.
- Relax your standards.
- Create order out of chaos. Organize your home and workspace so that you always know exactly where things are. You'll avoid the stress of losing things.
- One of the most obvious ways to avoid stress is to select an environment (work, home, leisure) which is in line with your personal needs and desires. If you hate desk jobs, don't take a job which requires you to sit at a desk.
- Do something that will improve your appearance. Looking better can help you feel better.
- Eliminate self-destructive self-talk: "I'm too old to. . .," or "I'm too fat to. . ."
- Allow yourself time – every day – for privacy, quiet and introspection.
- Don't forget to take a lunch break.
- Schedule a realistic day.
- If an especially unpleasant task faces you, do it early in the day and get it over with.
- Count your blessings, and think about what "awful" really is.

This was found in a resource folder, probably from the 1980s, author unknown.

Books to Consider

Family Business: Key Issues by D. Kenyon-Rouvinez and J. L. Ward, 2005, Palgrave MacMillan. "The family business has been the most prevalent and pervasive form of business in many countries, raising questions concerning succession and governance and in particular the relationships among management, board members and family members."

Head Games: The Mental Advantage for Baseball Excellence by Walter Herbison, 2004, Head Games Press. "Hundreds of athletes from youth leagues through the Major Leagues have used Herbison's book with great success. Using the simple mental techniques outlined in this book, many have not only turned their game around, but also their lives." This is a must read for anyone who wants to improve their position and career.

Show Me The Money: How to Determine ROI in People, Projects, and Programs by J. J. Phillips and P. P. Phillips, 2007, Berrett-Koehler Publishers, Inc. This book is a step-by-step guide to forecasting and measuring six types of value: reaction and perceived value, learning and confidence, application and implementation, impact and consequences, return on investment, and intangibles.

"Be more concerned with your character than your reputation, because your character is what you really are while your reputation is merely what others think you are."
John Wooden

"Knowledge is a resource that increases the capacity to perform. The application of knowledge turns capacity into reality."
Bill Smith

"Every job is a self-portrait of the person who does it. Autograph your work with excellence."
Unknown

"The time to take counsel of your fears is before you make an important battle decision. That's the time to listen to every fear you can imagine! When you have collected all the facts and fears and made your decision, turn off all your fears and go ahead!"
General George S. Patton, Jr.

“Perspective of a Life – Emily’s”

Ask and Question, but Trust the Promise

“I lift up my eyes to the hills – where does my help come from? My help comes from the Lord, the Maker of heaven and earth. He will not let your foot slip – he who watches over you will not slumber; indeed, he who watches over Israel will neither slumber nor sleep. The Lord watches over you – the Lord is your shade at your right hand; the sun will not harm you by day, nor the moon by night. The Lord will keep you from all harm – he will watch over your coming and going both now and forevermore.” Psalm 121.

Both Emily and Diane have this chapter highlighted. Over the years we have vigilantly prayed for the safety and protection of both Emily and Laurie. When Laurie was in the 10th grade, she was ill for four weeks and was in the “11th hour when the doctor did exploratory surgery” and was able to diagnose and treat appropriately. When Laurie was a junior in college, she had an accident, and a tractor trailer truck barely missed her car. And other events have occurred in the life of our family. We have claimed this scripture concerning both girls being away from us. After Emily’s death we have not only questioned and asked why, but we have also questioned our faith and trust in the scriptures we have claimed like Psalm 121 above. As we have talked and reflected, we have come to the conclusion that God honors His promises from the divine perspective, not our human perspective. God has the big picture of all our lives and inter-connections; we do not. We know He was and is the protector of Emily’s soul. We believe that God was with Emily on that traumatic evening.

God knew Emily before she was born “All the days ordained for me were written in your book before one of them came to be” – Psalms 139 and “For I know the plans I have for you” – Jeremiah 29:11. She was christened in March 1982. In 1994 she came home from youth camp sharing that she had received Christ into her heart. In 2001 she made a profession of faith in college. In college her spiritual growth and involvement moved from the traditional worship of her parents into a contemporary format. We know that when she first moved to Chapel Hill she could not find a church that met her needs and comfort, and she became less involved. We know she searched. The church that we understand that she frequented the most was Emmaus Way in Durham. When I visited in August, she took me to a worship service there.

At critical times in our lives, Emily’s awareness and sensitivity would lead her to share some thoughts and/or wisdom from her perspective. On Wednesday May 28, as we were in the week of the 5th month anniversary of Emily’s death, we had trouble sleeping. With tossing and turning and tears we got up, opened the Bible, turned to Psalm 30, and began to read. As we came to the end of this Psalm, we read, “Hear, O Lord, and have mercy on me; Lord, be my help! You have turned for me my mourning into dancing; You have put off my sackcloth and clothed me with gladness, To the end that my glory may sing praise to You and not be silent. O Lord my God, I will give thanks to you forever.”

With that reading we got Emily’s Bible to see if those verses were highlighted. They were not. We began to turn the pages to see what verses were highlighted in her Bible and found these verses that okayed our questioning of God and affirmed our need to trust Him.

“I waited patiently for the Lord; he turned to me and heard my cry. He lifted me out of the slimy pit, out of the mud and mire; he set my feet on a rock and gave me a firm place to stand. He put a new song in my mouth, a hymn of praise to our God.” Psalms 40:1-3a and 8.

“But I call to God, and the Lord saves me. Evening, morning and noon I cry out in distress, and he hears my voice. ” Psalms 55:16-19.

“Find rest, O my soul, in God alone; my hope comes from him. He alone is my rock and my salvation; he is my fortress, I will not be shaken. My salvation and my honor depend on God; he is my mighty rock, my refuge. Trust in him at all times, O people; pour out your hearts to him for God is our refuge.” Psalms 62:5-8.

Then I came to Psalms 91 and noticed something that we had never noticed before. At the highlighted verse, there was written in pencil another scripture, so we began to follow this sequence as our guide. (Note we are not quoting all the scriptures and invite you to take the time later to look them up.)

Psalms 91:2 “I will say of the Lord, ‘He is my refuge and my fortress, my God, in whom I trust.’”

Psalms 91:14-16, Proverbs 15:8, and Matthew 6:5-13.

Matthew 7:7-8. “Ask and it will be given to you; seek and you will find; knock and the door will be opened to you. For everyone who asks receives; he who seeks finds; and to him who knocks, the door will be opened.”

John 14:13. “And I will do whatever you ask in my name, so that the Son may bring glory to the Father.”

John 15:7. “If you remain in me and my words remain in you, ask whatever you wish, and it will be given you.”

John 16:23-24, “In that day you will no longer ask me anything. I tell you the truth, my Father will give you whatever you ask in my name. Until now you have not asked for anything in my name. Ask and you will receive, and your joy will be complete.”

Matthew 18:19-20 and Matthew 21:22.

Romans 8:26, “In the same way, the Spirit helps us in our weakness.

Phillipians 4:6-7,

Hebrews 4:16, “Let us then approach the throne of grace with confidence, so that we may receive mercy and find grace to help us in our time of need.”

James 4:3 and James 5:13-18

1John 14:15, “This is the confidence we have in approaching God: that if we ask anything according to his will, he hears us. And if we know that he hears us – whatever we ask – we know that we have what we asked of him.”

We do not know the when, where, and what of Emily marking these scriptures, but she was apparently questioning God or needing something at the time. (We have certainly been questioning God even more so during these last 7 months.) We know her spiritual journey was a continuous process to the end, which is now her “new beginning” in a life everlasting.

This was not the first time that our Lord had given us encouragement to trust through Emily’s influence. Another time came when we were dealing with the grief and loss of her grandmother and she wrote Diane. “Mom, I was reading in my Bible and was trying to find some useful verses to have right now. Phillipians can be such a comforting book at times and I found these two headings which I felt could be of some use 1) unity through humility and 2) pressing toward the goal. Mom, no matter what hardships you think you’re facing right now, I just want you to know that we, me and the family are right here with you and praying for you. I don’t know how God is going to help or even when, but with all of our faith we will get through it. And we’ll be 10 times stronger than before. You mean so much to me and I’m so thankful that God made you my mom. Love, Em.” She then wrote the following Scriptures.

Phillipians 1:3, “I thank my God every time I remember you.”

Phillipians 2:1-4, “If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourself. Each of you should look not only to your own interests, but also to the interests of others.”

Phillipians 3:12, “Not that I have already obtained all this, or have already been made perfect, but I press on to take hold of that for which Christ Jesus took hold of me.”

In our current grief and pain of Emily’s loss, we are challenged to keep in perspective and to remember God’s promise of eternal life because our time on this earth is brief. Yet there are many reminders of our loss and questions that arise again and again. For instance, the other day we were walking into a cathedral for a wedding and heard a youth group were singing across the street signing “Amazing Love.” As we turned to watch the entrance of the wedding party, we saw engraved on the wall “glory” and “honor.” At another wedding we watched the bride give a long hug to her father as he “gave her away.” And, sitting in front of us at the wedding was a young lady with copper-auburn hair the color of Emily’s. Sometimes we see a Burgundy Saturn Ion or a butterfly or a humming bird and reflect upon Emily and we wonder why, though we are so thankful that God brought her into our family and blessed us with her life for these few years.

In her 2003 day planner under a grocery list, Emily had written the following. “Rest in the Lord, and wait patiently for him.” Psalms 37:7 And “Lord, I cry unto thee: make haste unto me; give ear unto my voice, when I cry unto thee, Let my prayer be set forth before thee as incense; and the lifting up of my hands as the evening sacrifice.” Psalms 141:1-2.

And on Father’s Day weekend we listened to another of Emily’s CD for the first time. It was Kendall Payne’s *Jordan’s Sister* and the song that spoke the most to us was “On My Bones.”

The song begins,

What these years have brought me
What these years have taught me
Heartache and fame, a chance to change
A hope to be stronger
That beauty can smolder
A stage and a curtain, that nothing’s for certain
Oh these years have been hard on my bones

And the song ends,

What this God has brought me
What this God has taught me
Passion and grace, how to stand in one’s space
Laughing at lilies, what truly fulfills me
Death on a cross, it was I that was lost
Oh this God has been life to these bones
Oh this God has been life to my bones
Oh this God has been life to my bones

(If you would like to listen to this song, click <http://www.youtube.com/watch?v=Egp1h3fe1ss>. The video really does not go with this article, but the music and words are clear. So close your eyes and picture Emily.)

It is apparent that Emily had challenges and was struggling with many aspects of life. She questioned God. She asked Him for help, so do we. She had within her a solid foundation of Christian principles. She apparently claimed God’s promises. She is providing even more encouragement through the various reflections that God presents each day and through the highlighted verses in her Bible. We hold tight to every one of these encouraging insights because we miss Emily. And because we wish we were not going down this road. More than ever, we have to trust God’s promise and live into it each day. And yes, it is hard! We could not make it if it were not for the love and prayer of family and friends with the power of God each and every day.

“When you are in a difficult place, realize that the Lord either placed you there or allowed you to be there, for reasons perhaps known for now only to Himself.” from the *Red Sea Rules* by Robert J. Morgan.

“Undo it, take it back, make every day the previous one until I am returned to the day before the one that made you gone. Or set me on an airplane traveling west, crossing the date line again and again, losing this day, then that, until the day of loss still lies ahead, and you are here instead of sorrow.” From *A Woman’s Book of Grieving*, by Nessa Rapoport.

We offer a closing to this article with a song from another CD of Emily’s we listened to on Father’s Day weekend. The CD is *Hard Times (Come Again No More)* by EastMountainSouth – the song entitled “Mark’s Song.” I think of this as my prayer for Emily these days. I cannot yet speak the words as tears flow every time I listen bringing up the loss and grief, but this song also brings a sense of trust, peace, and comfort.

Seeking to trust God’s promise even though . . .
Steve and Diane

Mark’s Song, (<http://www.youtube.com/watch?v=Bg3AkOMJRjU>).

may your soul be blessed
may your body rest
on the mountain where you were born
may your spirit soar
where there's joy ever more
may you find your way in peace

and there's no more harm
in your savior's arms
see you fly away in the sky
did you hear the call of angels one and all
may you find your way in peace

may you know you're loved
may you shine above on the mountain where you were born
may your spirit soar
there's no pain anymore
may you find your way in peace

and there's no more harm
in your savior's arms
see you fly away in the sky
did you hear the call of angels one and all

may you find your way in peace
may you find your way in peace
may you find your way in peace