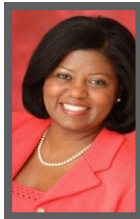


The **NEW FACE** of **LEADERSHIP**

Volume 1, Issue 3

June 2009

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Asking “Why?” allows our minds to explore various possibilities, solutions and innovative ideas.—page 2



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All of us have failed on some level. We seem to forget mistakes are a common part of the process of achieving success. page 3



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May 2009

Executive Coaches Share:
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PLUS:

- ◆ Character of a Leader Bootcamp
- ◆ 30 Minute Leader Check-up

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The Two Most Powerful Words In Your Leadership Toolkit —Why? And No!

By Stephanie A. Parson, PhD

Have you ever looked at your plate of things to do and wondered why the more you get accomplished the fuller the plate gets? Have you ever wondered why everyone wants you on their team? Have you ever wondered why you are physically and mentally exhausted when you think about everything waiting for you in the office? In many cases it is because you've forgotten how to ask "Why" and to say "No"!

I say forgotten because two words that we learn as children (after Ma Ma and Da Da) is "Why" and "No".

Have you ever been around a two – six year old child and they ask you a simple question to which you provide a most eloquent response? Thinking you are done you walk off proud of the fact that you were able to provide your wisdom to a growing mind – after all a mind is a terrible thing to waste! And before you're out of the room you hear that same angelic like voice say ... "Why?". No worries, as you are an educated person with so many different experiences – you can handle the "Why?" – Until about the 7th "Why?"

Then you find yourself frustrated and your eloquence goes out the window and you find yourself saying: "I don't know ... go ask your parent (Mom or Dad, Grandmother or Grandfather)" or "Because I said so" or you leave to answer an imaginary phone call.

Does this sound familiar?

Asking the question "Why?" allows our minds to explore various possibilities, various solutions and various innovative ideas. Asking "Why?" allows the mechanisms in our cognitive brain to seek reason, cause and purpose. When asking "Why?" our imagination soars! All of these elements of asking "Why" cause today's 21st Century Leader to be innovative, creative, energized, excited – just to name a few results of asking "Why?"!

Many Traditionalists (Veterans), Baby Boomers and some Generational X members were taught that asking the question "Why?" was

seen as a sign of disrespect and therefore we lost the art of asking the question. Our new generation of leaders coming from the Gen X and Gen Y (Millenniums) have few problems with asking "Why?". Not out of disrespect but to seek understanding. It is in that understanding that we will begin to see the most innovative and creative ideas that the world has ever seen.

"Why?" should be—must be— a fundamental question to everything we do in our lives. Completely answering the question to five to seven to as many levels as necessary will allow you as a 21st Century leader to better understand what you and your team are working on and its relevance to the organization's mission, vision, strategic direction and purpose. Answering the question "Why?" early in a project discussion can impact your bottom line by ensuring you're selecting the best solutions/directions for the organization. In other words, there is a financial and competitive impact to understanding "Why?" to the n^{th} degree! It is time for us to stop wasting time on those projects/tasks/assignments which do not add the strategic value of the organization.

Once we understand "Why?", we are empowered to use the next power word – "No." As an organizational leader, establish what levels of scrutiny ("Why?") a new task must pass before you allow it to be added to your plate! Ask yourself, if this is a task which should be delegated, postponed or turned away!

When you are known within your organization as the person who can get things done, you will find more and more assignments coming your way. You are defined as action oriented, always driving for results and persistent – all of which are admiral traits; traits you must have to be an effective 21st Century Leader! And yet, if you do not know how to say "No!" (or

delegate) you will quickly become known as the person who can't get the job done in a timely manner. You'll become burned out or worse, someone your family doesn't know!

Yesterday, I watched a re-run of the movie *Click*. This is a movie where the lead character Michael Newman (Adam Sandler) wants to move ahead within his organization, takes on additional workload at the expense of his family. At the end, he gains the position at the expense of everything else ... gains weight ... dies outside in the rain with the family he lost. I know it's just a movie and for his character it was just a dream (or was it?); but hopefully you get the point.

In my career, I have known two individuals who could never say "No!". One would arrive at the office at 6am and would not leave the office until after 8pm; add a 60 minute commute time...each way that meant that he was away from his family for 16 hours every day. Leading a balanced life is a characteristic the 21st Century Leader must have! If you are taking on so much that you spend more than 10 hours in the office every day and sometimes on the weekends, then you are off balance or you don't trust your team enough to delegate. Remember delegating 'stretch assignments' is your responsibility in develop-

..there is a financial and competitive impact to understanding "Why?" to the n^{th} degree!

ing your team members and your replacement. Ok, one more movie example – Get Smart where Agent 86 (Steve Carell) is told by the chief that he won't get the promotion because there is no one who can analyze data like Agent 86! And Max replies "let me get this straight, you won't promote me because I'm good at my job?" When

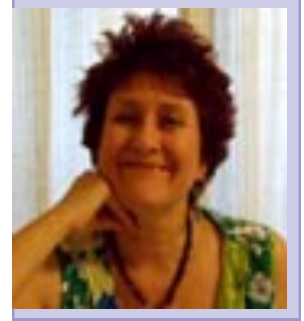
Continued, see page 13

"Have you ever looked at your plate of things to do and wondered why the more you get accomplished, the fuller the plate gets?"

Which Comes First, Failure or Success?

By Karen S. Siczka

Only those who dare to fail greatly can ever achieve greatly.—Robert F. Kennedy



Failure often comes before we achieve success. If failure is so commonplace, why are we so afraid to fail? Why do we freeze or do nothing for fear of looking silly or making a misstep? Why do we dwell on what goes wrong rather than what worked, learning and moving on to bigger and better things? What makes us so reluctant to go through this often necessary, character-building part of success?

All of us have all failed on some level, at one time or another. We say the wrong thing, an idea doesn't pan out, a deal falls through, we get rejected by an important customer, a trusted friend thinks an idea is silly, our spouses may not as supportive as we would like them to be; projects we attempt don't turn out as expected. We feel disappointed. Sometimes we feel hurt. More often than not, we want to throw in the towel and give up. We seem to forget mistakes, mishaps, and other misfortunes are a common part of the process of achieving success. Everything we ever attempt, whether it's personal or career related, includes the possibility of failure as well as that of success. To grow and succeed, we have to accept that we may fail.

You have probably heard of Sir James Dyson or at least know of his innovative, bagless Dyson vacuum cleaner. Dyson is an example of failure before success. It took him over 5,000 tries to get the design right. Did he get discouraged? Did he give up? Did he stop experimenting? No; he used each failed attempt to make improvements and move closer to his desired end result. No one would recognize Dyson's name if he had thrown in the towel after the 5th, the 10th, or even the 4,999th failure! Talk about perseverance in the face of failure.

Everyone knows who Colonel Sanders is. He concocted the secret blend of herbs and spices that made the most famous fried chicken on the planet. The Colonel was rejected over 1,000 times before someone thought his special recipe was

finger licking good.

Look at the Wright Brothers. Their first successful flight was preceded by many failed attempts. Consider, how many times did they regroup before their prototype airplane left the ground? If they had given up, we might still be taking the train to our cross-country meetings. Look at Google founders Larry Page and Sergey Brin. They didn't wait for the perfect search algorithm. They jumped in, started the company, and then refined the search engine process as they went along.

Failures can become turnarounds. Lee Iacocca brought the failing Chrysler Company back from the brink of extinction in the 1980's. Harry Truman, former dirt farmer and haberdasher, failed miserably in many business ventures before becoming the 33rd President of the United States.

Need inspiration after a failed attempt? Read biographies of famous and successful people. Even among the most successful, most have felt the sting of failure at one time or another. Focus on how they learned from the mistakes and mishaps, how they picked themselves up and tried again. Consider how these lessons can be applied to your own life, career, and circumstances?

Mistakes and failures often become the next great innovation. Vulcanized rubber was a mistake. Microwave oven technology was created by accident. Penicillin was the result of a failed experiment.

Being successful involves taking risks, and the possibility of failure, ridicule, disapproval, and disappointment. So, do it anyway! If a project fails, learn from it, regroup, and try again! Without a willingness to push through fear of failure, there is no success or accomplishment. So, yes, failure comes before success.

So, do it anyway! If a project fails, learn from it, regroup, and try again!

Everything we ever attempt...includes the possibility of failure as well as that of success. To grow and succeed, we have to accept that we may fail.

Karen S. Siczka is a creativity injector, trainer, author, and founder of [Growing Great Ideas.com](http://GrowingGreatIdeas.com). Her latest employee training program is [Growing Great Ideas: Unleashing Creativity at Work](http://GrowingGreatIdeas.com). The program generates ideas, enthusiasm, and teamwork and can be customized to address particular organizational issues or challenges. This article is an excerpt from her book, [Growing Great Ideas: Unleashing Creativity at Work](http://GrowingGreatIdeas.com), available for preview at LULU.com. Karen is also available to create custom employee training projects and can speak on the value of creativity at work.



Leading in a Crisis: Turning Adversity to Opportunity

By Arto Woodley

Each challenge is a stepping stone to greatness

A major portion of leadership is the sense of calling. I accepted the call to lead Frontline Outreach an urban community ministry in Orlando in 1998. The founder of the ministry had just retired after 30 years of service. It struggled in the transition losing funding from major organizations in Central Florida.

Frontline's Board of Directors and interim President prayed to determine whether they should close shop or press forward. At 33 years old they offered me the reigns of a ministry organization that didn't have the next payroll in the bank, a building in disrepair, discouraged team, no clear vision for service, and a floundering reputation. We did not know if we could survive the next week and especially not the next year.

Last December I celebrated ten years as President of Frontline. We ended the year with surplus cash, the building has had over 1.5 million dollars of renovations, we have one of the best urban ministry teams in Florida, the mission is preparing tomorrow's leaders with a vision of success and service starting at preschool, and the Frontline name is respected throughout the State and nationally. What happened? Was I *really* that smart? No! How did the turnaround occur?

Here are the three keys to Frontline's metamorphosis and to your situation. Granted there is much history and details that are being omitted for the sake of brevity. These keys capture the essence of the work.

- Change Starts from Within: Bleach and water are cheap
- Build and cherish relationships: Team, service, extravagant thanks
- Follow the Call: Do what you are meant to do

Change Starts from Within: Bleach and water are cheap

When I arrived at the doorstep of Frontline Outreach in the fall of 1998 it was a ministry organization that was rich with history. There was a 42,000 square foot building in disrepair and a staff of people uncertain about their future and the min-

istry's as well. The programs while well intentioned were not integrated. Everyone knew we worked with children, but no one could quantify what we did or how we did it.

It was apparent the Frontline Team needed a large dose of focus. The dilemma was where to start? Should the emphasis be emergency food assistance, teen pregnancy, boxing, daycare, GED or any of the ideas du jour that I was approached with regularly.

It became clear that Frontline Outreach as a ministry could not help anyone else until it and we (the team) helped ourselves. I announced, "Bleach and water are cheap, let's clean this building up." Immediately, the team and I began cleaning out old areas that had accumulated well intentioned "gifts" that were unusable and sprucing the building and the grounds up so that they became inviting. Amazingly, as we cleaned and developed a greater vision of how the building was a tool to help implement ministry, not the "ministry" itself support came from donors, contractors and others.

Lesson:

Most people in adversity look for external stimuli to prompt change. I contend that change starts within. Until our team began to do the best it could with the existing building and resources no one would or could support what we were doing. By looking for opportunity in our current position the Frontline team was able to implement multiple renovations and improvements. Then partners were able to see the vision as we began to live it. We could not wait to implement the vision until we had enough resources.

Build and cherish relationships: Team, service and extravagant thanks

The next lesson is building and forming relationships within the Frontline Team, the people we serve and those who help us serve, donors, volunteers and partners. A hallmark of the reemergence of Frontline has been the team's commitment to valuing and growing relationships. One

aspect of this change was the commitment to relationships over programs. I noted to a group of young people in the community that lamented the different programs and offerings that started and stopped with grant dollars, that our team was committed to developing a series of relationships with them that would enable them to grow. This helped change the ministry focus and mission from reaching out to people that were lost and who needed help (a nearly impossible goal) to developing leaders, starting with early childhood education. This helped the team to raise support and gather supporters without bouncing back and forth starting and stopping programs based on support.

Lesson:

In a crisis, rather than looking for just a way of escape, find a way to serve and create excellent service. The focus on becoming excellent in serving the children and families, donors and volunteers, in addition to partners has created more opportunities than we can currently capitalize upon. In adversity most look for their needs to be met rather than meeting needs.

Follow the Call

In Jim Collins' book *Good to Great*, he calls what I refer to as Follow the Call, the "Hedgehog Effect". The principle is the same but the application is slightly different. I believe that every organization has a call, a unique mission that only they can fulfill. There is a chasm between the calling and its fulfillment. Many organizations have clear and succinct missions and visions, but it is the application where many get bogged down and lost. Follow the Call means to stick to what your organization was designed to do. The provision for growth and expansion are tied to the organizational team's ability to service what is its primary call (mission).

When organizations hit crises, they scramble to find money and resources to survive. Survival is not merely an issue of resources. It is rather an understanding of what the organization is meant to accomplish and staying true to that call rather than scram-

"Most people in adversity look for external stimuli to prompt change. I contend that change starts within."

Leadership Outside the Box

By Laura Hunter

I met Huggy Bear seven years ago while purchasing another pony for our programs.

Huggy is a small, round, completely adorable Halflinger pony. He could be the poster pony for the Gund stuffed animal company. One look at Huggy and I bought him on the spot.

In the six years I've owned Huggy, I've discovered that inside that cute, cuddly body is a tough, unyielding mind, seemingly suspicious of all humans. I have spent hours out in the field watching him gallop around and away from anyone trying to catch him. I have watched him drag countless people out the arena door. Huggy can run through a door backwards faster than most of my horses can go forwards. And yet I have also seen Huggy follow someone around the arena obviously seeking to make a connection.

This horse, with his unique issues and behaviours, has forced me to look at my leadership role in a much more creative way: For the first time I had an employee who couldn't or didn't want to be a team player. When we bring a horse home to our farm we consider it a life-long commitment. On the other hand we run a business and we prefer that our horses earn their keep. I believe strongly that animals, as well as people, need to be involved in productive work. I had to find a way to work with Huggy so that he could be part of our team in some capacity.

The training methods that worked so well with my other horses had little or no effect on Huggy but I continued with my accepted system for quite a while. It took me a long time to realize that I was caught in the trap of 'that is the way we always do things here'. I was comfortable in the routine of those methods while skirting around the fact that Huggy was not becoming any more compliant.

I had to throw all my preconceived notions of horse training out the window and focus on really listening to Huggy's point of view. Only then did I notice that every time he was stressed or uncomfortable, instinct took over and he would fall into a pattern of escape by running backwards. This was not a planned, thought-out response but an unconscious and instinctive pattern of behavior. Huggy didn't care that his behavior wasn't a positive long-term solution. It was an avoidance strategy that served its purpose in the moment.

"In return, [Huggy] has taught me to look at difficult situations and difficult employees as opportunities to think outside the box."

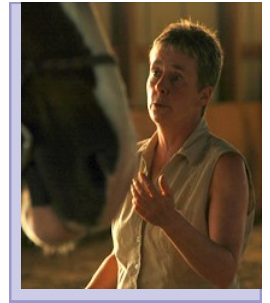
Something was causing and or/reinforcing his actions. I know from my experience as a teacher of thirty years that in order to alter or extinguish negative behaviour we need to identify the real underlying cause of the behaviour. This is a simple and obvious concept but one most of us tend to overlook. As Stephen Covey says, "We want to be judged by our intent but we judge others by their behaviours." I needed to understand Huggy's actions from his point of view.

I also know from my teaching experience that people with autism and sensory issues often seek out deep pressure which calms down their over-responsive nervous systems. The more I studied Huggy's behavior, the more inclined I was to think that some of his issues could be sensory related. In Huggy's case I theorized that pulling backwards against his halter and lead rope could be providing that very rewarding deep pressure.

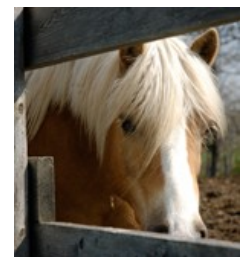
We had been trying unsuccessfully for several weeks to convince Huggy to stand beside our large mounting block. He would back away from the block every time and as I stood firm with the rope taut we would end up in a tug of war. This time, as Huggy pulled away from the block I moved with him. I kept the lead rope slack so that he could not create pressure for himself through the rope. When he finally stopped I calmly signaled for him to move forward and waited for him to make his decision. Huggy walked forward and stood quietly at the block. It had taken less than five minutes to solve an issue we'd been struggling with for months.

Although Huggy will always be the same pony I purchased, my relationship with him has improved significantly. I am learning to really listen to him and he is learning to trust me. I have a useful horse at last. In return he has taught me to look at difficult situations and difficult employees as opportunities to think outside the box.

I'm now more aware of unconscious behavioural patterns in others and in myself. In order to truly understand the actions of other people I've got to take the time to listen and learn more about their underlying motivations. In teaching me and the rest of us these lessons, Huggy has earned his place on our team.



It took me a long time to realize that I was caught in the trap of 'that is the way we always do things here'.



Huggy Bear

As a small business owner for thirty-three years **Laura Hunter** provides leadership and life skills education to approximately 200 clients and organizations yearly. She consults to educational groups in southern Ontario including the Toronto Board of Education, the York Region Board of Education and various private schools. She is a certified Life Skills coach through the Toronto YWCA. Laura has extensive experience in group facilitation and is a strong proponent of experiential learning.



Life Before Downsizing: Six Secrets to Managing Change and Creating Opportunities for the Future

By Ed Sykes

What would you do if you learned your organization was bought by another organization, was downsizing, or closing its doors tomorrow? In 30 days? Six months? In one year? Are you prepared for the change? What will you do in the future?

In this ever changing world we live in, there is one constant— change. Changes are happening faster and faster. Even what is changing has a different look. Just think of the items in your life that were not available 20, 10, 5 years, or even one year ago. Just think of the iPod, cloning, DNA, etc. Why would we think our career situation will be the same in twenty years?

The same types of changes are happening in the workplace. This is no longer the world of working twenty years for the same company. Organizations are adapting to the local, national, and global market-places.

How do you prepare yourself for these changes? The following techniques will enable you to master career change and create opportunities for you:

Create Goals

Many times when you work for an organization for a long time, you may become complacent. Constantly develop your goals. Work on goals in the areas of career, family, education, fitness, health, and spirituality. This will create balance in your life and enable you master change when it comes.

Cast Your NETS Now!

N-E-T-S means Network with Everyone for Total Success! Go out and join various industry and non-industry groups. This is a great way to spread your NETS. Volunteer and be active with these groups so that your skills can be seen and your ideas

heard. This is an opportunity to develop your leadership abilities and let others know about you as a person and the skills you have to offer. As I always say: *Its not what you know. Its not who you know. Its who knows what you know.*

Depending on the skills, you will be looked at as an expert. Cast your NETS and let others know what you know.

Account for Your CPA

C-P-A means Creating a Positive Attitude. Create a positive attitude toward your career and life so that you will not miss opportunities when they arrive. Look at challenging situations as opportunities that will prepare you for greater opportunities in the future. Realize that the projects you work on today will create new opportunities for you tomorrow.

Seek Knowledge

Continuously seek knowledge to stay ahead of the change curve. Many times when we work with employees in organizations, we let employees know about educational opportunities that enhance their careers and lives. Sometimes, we receive the following response:

If the company isn't going to pay for the class, then I am not going to take it.

Folks, we gladly spend (spend as in purchasing something with decreasing value) money on cable TV, DVDs, etc. However, when it comes to investing in our education, we often say no.

Keep in mind that once you receive your knowledge, it's your knowledge, and you take it wherever you go. Additional knowledge gives you the confidence to meet challenges and embrace opportunities.

Take the time to find out what benefits and educational opportunities your organization is offering and take advantage of them. Do it today.

Seek knowledge and grow!

Relax and Downsize Your Life

Take the time to downsize your lifestyle. Often when we receive a raise, we buy a bigger car or house, buy additional items on credit, etc. That has become the norm in the super size me society. As the comedian George Carlin says, We have become a slave to our stuff. Think of ways you could downsize your lifestyle if you were faced with a career or life challenge tomorrow. Then act on it before it acts on you.

By downsizing, you will experience the following benefits:

- ◊ Take back control of your life
- ◊ Reduce stress
- ◊ Allow more time for family, hobbies, and community work

Also, it will allow you to take advantage of a new career or business opportunity, one that maybe you have a real passion for, without being as concerned about will this job pay my bills.

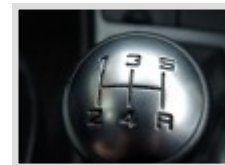
Connect with Your Change Barometer

Look inward or ask a good friend or family member how you handled change in the past. Ask the following questions:

- ◊ How did you feel?
- ◊ What did you look like?
- ◊ How did you react (or not react)?

Ask for honest feedback and take the information to learn how to handle career change and challenges in the future. Its okay to feel a certain way during the challenge of change. Its not okay to stay there. Also, understand that everyone handles change differently. So respect your co-workers feelings.

Take time to act on these change management six secrets, and you will master downsizing and layoff challenges in the present and create future opportunities.

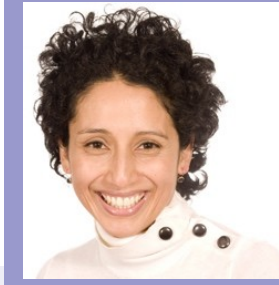


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Ed Sykes is a highly sought after author, motivational speaker, NPR guest expert, and success coach in the areas of leadership, motivation, presentation skills, customer service, and team building. You can e-mail him at <mailto:esykes@thesykesgrp.com> or call him at (757) 427-7032. Go to his web site, www.thesykesgrp.com, and sign up for the free newsletter, *OnPoint*.

Your Business Can Only Be as Healthy as You Are!

by Andrea Ramirez



A great challenge of career-driven, ambitious women is to not let work take over life. I've been there. In fact, I've been there lately... The truth is that it is difficult sometimes to walk your talk.

Maybe, like me, you love what you do and you are ambitious. What a blessing! After all, we spend most of our lives working. Most of my clients struggle to keep their professional and family demands aligned with their self-care. They want to be the best and they easily lose perspective of how important career really is, or when that healthy passion for work becomes health detrimental.

So I thought I would give myself a gentle reminder. Perhaps it will ring a bell? Your business — or that great job you pour your life into — can only be as healthy as you are. For a while — a month, a year, five

“Just take a little step in the direction of your self-care. It will help you endure your professional challenges better and accomplish those important goals with more joy and less effort”

years — you might get away with abusing your body, but eventually it will catch up with you. And you will be — well — spent. It's easy to play “super hero” when you are in the

flow of work. During the day, you might rarely pick up on your body's needs. How many hours have you been in front of that computer? When was the last time you took a sip of water? Is there tension around your shoulders? Do you have a headache that you are too busy to attend to? Hey, I'm just talking from experience here. How much work is enough?

To my good fortune, I have an extremely sensitive body that won't let me go too far down this road before it starts to break down. I must rest properly, eat properly and move properly if I want to perform properly. Most of the women I work with are much

more... resilient. It can take years before they are pushed to listen to their bodies' cries for self-care.

I know that as you read this, it totally makes sense, but what are you doing about it? I'm going to say it again: Your job can only be as healthy as you are. It is not luxury, or a matter of health alone. Your lack of self-nourishment will — if it is not already — negatively affect your bottom line.

Here are four signs that your work or business is taking over your life....

1. You skip breakfast or just eat a little something to get it done with.

I mean, how many times will you have to listen to this before it actually registers for you? Breakfast is the most important meal of the day and you must pay attention to what you eat and how you eat it! In my experience with clients I've found that the quick coffee-plus-baked-good fix that so many are used to is nearly as inappropriate as not having anything.

Try a different breakfast every day for a week and pay close attention to how you feel. You might find a few power foods that actually help you be more productive!

2. You spend all your time in front of the computer.

When was the last time you left that chair? God, have you been meaning to go pee for 20 min now, but you are too “busy” to do it? Close your eyes and focus your attention on your shoulders and neck. Are they tight? Do they hurt?

Have you ever paid attention to your natural rhythm? We all have one. Observe your body and your mind. Do you know when during the day you are more productive? For some it's really early in the day, for some others late at night. You will get much more done if you work with your natural rhythm and not

against it.

Many times I catch myself making believe I'm working, but really I'm just rumbling around. I know that my attention spans are about 50 min. long, so I know I get more done if I take a 10 min. break every hour. I stop, step away from the computer, close my eyes and take a deep breath,

stretch my neck and shoulders gently, and drink some water.

Try paying attention to your natural rhythm and take breaks

accordingly. It will help you release tension that otherwise accumulates and makes you tight and headachy at the end of the day. Incidentally, this will help you deal with your sugar — and/or alcohol — cravings too because the less tension that accumulates in your body, the less you'll need these to balance yourself out.

3. You eat lunch in front of the computer.

This, I've learned, is a very difficult habit to break! I've heard all kinds of reasons why it's impossible to stop in the middle of the day for such an “inconvenience”. Well... what if you did some kind of work that could not be done as you eat? Like... construction work?

The truth is that we get used to everything and if you decided to stop for lunch, probably not a whole lot would happen — other than dropping a few pounds and having a more productive afternoon. It's difficult to take a stand when there's peer pressure — in case you don't work for yourself — but hey, between having a healthy employee that respects her own boundaries and is very productive and one that needs to take sick days often, which one do you think your boss would prefer?

“Physical activity is the – quite literal—sign that you are moving forward. It renews your energy and oxygenates your brain....There's simply no valid excuse for not having some physical activity in your life.”

I've counseled a handful of clients through this transition and, as far as I know, none of them has lost her job because of loving herself more.

4. You don't get physical activity

Humans are meant to move. That's why we have two legs and two arms! A few people are obsessed with exercise (which is not healthy either), but most have yet to realize

the profound impact that appropriate physical activity has in their body. Physical activity is a vehicle for transformation. It's the first thing I hold clients accountable for when they are struggling professionally, when they have lost their job or are transitioning in business.

Physical activity is the — quite literal — sign that you are moving forward. It renews your energy and oxygenates your brain. Most of my good ideas come when I'm exercising (or cooking). There's simply no valid excuse for not having some physical activity in your life. You don't have to go to the gym and indeed, many people would be better off if they didn't go. It can be as simple as taking a longer walk, using the stairs instead of the elevator, caring for a garden, dancing to a favorite song at home, working out with a DVD, or pushing a stroller.

As you become aware of your own deprivations, just take a little step in the direction of your self-care. It will help you endure your professional challenges better and accomplish those important goals with more joy and less effort. Allow yourself to live a richer life :).

Andrea Ramirez teaches women how to eat well and live passionately. As the True Nourishment Diva, she counsels professional women on the role of nutrition and lifestyle in pursuing their passions. Her clients learn to gracefully balance career and family demands with self-care, and ultimately, take center stage of their lives. Learn how to take full control of your health and your future at TrueNourishment.com



Stand Up and Be Counted

Stephanie A. Parson, PhD

Leading with integrity is harder than leading without integrity or following those without integrity.

Have you made a decision to do what is right, because it is right, even if you're standing all by yourself? If you look at today's environment, you'll find a lot of peoples saying "I knew that was going to happen!" or "I tried to tell them and no one would listen!" or worse "I saw it coming and I took care of myself!"

They did not have what it takes to Stand Up! Do You?

Have you made a decision to do what is right, because it is right, even if you're standing all by yourself?

If you decide to be a 21st Century Leader, yes leadership is a choice, then there

will be times when you will need to stand up and stand out. At times you will stand out as the only champion for an idea or a position. During other times, you will be

the only person taking the heat. There will be times when you represent the underdog – are you willing to put yourself out there? Have you heard the saying that you are only as successful as your last win?

What are your core values? What do you really stand for and why? If faced with doing the right thing or making more money or saving your job – what would you do? There is a funny term - "whistle blower" which has such a negative impact to it. If a whistle blower saves the retirement package for all the company's employees by bringing unethical behavior to light – why is that considered disloyal? Courage based leadership may mean that you do what's best for the organization over what is best for the individual. Was it Kirk or Spock who said "the needs of the many outweigh the needs of the one"?

Taking a stand requires confidence in what you're doing and saying with the humility that you might be wrong. It means that you must ask and will be asked many questions defending your position. It

means that anything you've ever done may come to the light. Look at the presidential election in any country – anything and everything you've ever said can be used for and against you.

Sometimes, taking a stand can be winning the battle but losing the war (your next promotion). Are you willing to do what is right in spite of personal hardships? I can't answer this question for you, it is my desire to cause you to think about it and decide in advance if you are willing to stand up to be counted.

Critical skills you must have within your toolkit when taking a stand include:

- Courage
- Communication
- Self Motivation
- Conflict Resolution
- Risk Taking
- Values
- Integrity for the many

to name a few. We would love to hear from you through your experience of standing up to be counted!

Tip of the Month

For decades, the only energy drinks available to you were souped-up sodas laden with artificial flavors, sweeteners, and chemicals that we've frankly never even heard of. USANA, a leader in nutritional innovation, saw the problem and has responded by developing a healthy energy drink for the long haul. Rev3, Join the Revolution.

To order Rev³, go to www.liveanextraordinarylife.usana.com





June 2009

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In case you missed it.....



May Interview w/ 21st Century Coach—
Featuring Bradley Foster!
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Sun	Mon	Tue	Wed	Thu	Fri	Sat
			3 L:FO2E Mini Boot Camp	4	5	6
7	8	9	10 Interview w/ Business Coach Dr Virginia Moody	11		13
14	15	16	17 L:FO2E Boot Camp Q & A	18		20
21	22	23	24 Interview w/ a 21st Century Leader—Michael Robinson	25		27
28	29	30				

Over 35 L:FO2E Workshops Designed For Your Success!

Our workshops find their foundation built on the premise that Leadership is a privilege, an honor and a choice. In fact, we believe that Extraordinary Leaders have three legs to balance: Leading Themselves, Leading Teams and Leading Organizations. Restated: You MUST know how to lead yourself FIRST before you should be given the honor to lead others or teams. Once you've proven yourself as a leader of people then and only then should you lead organizations!

Below you will find some of our workshops which are all customizable for your organization's success!



Flagship Program: Leadership: From Ordinary to Extraordinary	Additional Programs
<u>Leading Yourself</u> - Maximizing Your Personal Effectiveness - Developing Emotionally Intelligent Leadership Strategies - Communication & Presentation Tools	- The Project Professional - Decision Making - Entrepreneurism Basics
<u>Leading Teams</u> - Skills for Supervisors - Motivating, Managing & Leading Teams - Creative Vision, Goal Setting & Strategy	
<u>Leading Organizations</u> - Improving Performance Through the Balanced Scorecard - Advanced Leadership & Management Skills - Leadership, Vision & Organizational Reality	



So, Who Do You Trust?

By Don Peden, PhD

Tell me who is known for aspiring to the following qualities: Trustworthy, Loyal, Helpful,

Friendly, Courteous, Kind, Obedient, Cheerful, Thrifty, Brave, Clean and Reverent. Yep, it's the Boy Scouts. And if you didn't know that, it's not a big deal. They are very admirable qualities, but their interpretation is often somewhat vague and not easily measurable. So, how do we know when they are trustworthy or loyal, etc.? Well, we could look at their merit badges and that would tell us something. But how do we know they actually possessed those qualities? We watch their behavior and make judgments as to "Yes, they do" or "No, they don't." And many of us would even differ on those judgments.

So, what does this have to do with leadership? We are not trying to be Boy Scouts. We do run or at least are part of corporations, small businesses, local, state and federal government organizations, even schools, churches and

other community organizations, and, probably most importantly, families. What if we focused on just the first quality, Trust. Could trust make a difference for leaders? Could it make a difference in the results we, as leaders, get or is it too soft, too general, too ... out there? Better said, what if we could rebuild trust in our organizations and they could get better results, be more profitable, more efficient, more responsive to people's needs, more loving or better contributors to the community? Could we be better moms, dads, mothers, brothers, sisters, CEOs, principals, superintendents, clerks, councilmen, legislators, etc? Could we be better leaders? Being a good leader doesn't have to be hard.

Before we go any further, let's take a look at the state of trust today, so we know how high is the climb if we were to

take it on as a leadership quality. In the US, trust in business has fallen from 58% last year to 38% this year. Just look at how we think about banks, investment firms even the automobile industry. Ironically, in China, last year the change was just about equal, but in the positive direction. Hmmmm. And they don't have the Boy Scouts.

What's your trust in the U.S. Congress. It dipped into the single digits at one point in 2008 and has risen slightly. These people are spending trillions of OUR dollars bailing out everybody that is "too big to fail." And our trust is that low? Are we crazy?

Just what if we could build (or better yet, re-build) trust in any of these organizations. What might happen to the **speed** at which they build cars, invest our money, run city hall, get homework completed? You intuitively know that the speed would increase. I'll call that a Trust Dividend. Depending on the organization, right now it's most often a Trust Tax. We're just not getting what we need.

Let's take it even further. What would happen to the **cost** of doing whatever we do if we created (or restored) trust? You got it. Things would cost less to do. We'd get more bang-for-the-buck. We'd move from a Trust Tax to a Trust Dividend for costs. And, in this economy that is imperative.

What if I told you that according to Wilson Wyatt Worldwide, the total return to shareholders for high trust organizations is almost three times higher than that of low trust organizations? **THREE TIMES !!!!** Extrapolate that to state or local government organizations with a high trust organization getting almost 3X the results they do today. Hey, I'd settle for 2X. The phrase "I'm from the government and I'm here to help" might not be a joke. We just might want them involved early and often. Now, that's a twist.

Bottom line: IF we rebuild/restore trust in just about any organization, the speed will go up and the costs will go down. Talk about a competitive advantage, or better yet, an absolute necessity in today's world.

Is there anything we can do about it? You bet. We can take a look at the characteristics that are the core of trust (Self Trust): Integrity, Intent, Capabilities, Results. Where are we weak and where are we strong? We can

develop action plans to improve specific skills that you may have assumed people observed and "trusted" in you. These are your real leadership skills.

Then it's imperative to gradually expand your scope. You need to see the big picture and how you can build trust not only in you, but in all your relationships (Relationship Trust).

Take it to the next step. You then can look at how your organization develops a trust within (Organizational Trust). For corporations and large governmental groups this is an eye-opener. Imagine if we knew who is doing what, when and where and we can trust that it's going to get done right, on time and within budget. **WOW!** Or better yet, faster and at a lower cost than it's ever been done before. Blow ... their ... minds! They won't know what to do with you as a leader.

Now, expand that to your customers (Market Trust) and you're really making a difference. Your brand is what people have come to know you by. Your customers will market you better than any expensive plan you could develop. Finally, one sign of a great organization is their focus on making a significant contribution to their community, or even the larger society (Societal Trust).

You could take a look at each wave relative to the original 4 cores of trust: Integrity, Intent, Capabilities and Results and see where you are weak and where you are strong. Finally, you can build into all of this specific behaviors that you can use to rebuild/restore the trust with everyone involved so you can get faster and less expensive results. I call these the 13 behaviors of high trust leaders. These are the tools you use as a leader, and your teams can use, to build trust back into the organization and, thus, be a better leader.

So, we've gone from characteristics of Boy Scouts to making more money, faster via trust. There really is a connection when it comes to leaders.

If we rebuild/restore trust in just about any organization, the speed will go up and the costs will go down.

Don Peden has served on the senior leadership team of a variety of businesses and boards. He understands the politics of business and the necessity for profit (generating resources for non-profits) obtained through measurable improvement in performance. He has often spoken or done performance coaching with senior executives of Fortune 50 corporations, helping executives develop balance, create depth and regain power in their personal lives.

When What Matters Most is NOT Your Bottom Line

By Frank Bucaro

An important part of developing an ethically sound company is 'stewardship.' Some call it 'corporate social responsibility.' Basically, stewardship can be defined as 'what you do, once you say that you believe in your mission statement, code of conduct/ethics, core values.'

The greatest example of stewardship in today's marketplace is Patagonia, the outdoor specialty apparel and gear maker. Ethisphere Magazine™ ranked Patagonia among the top ethical companies for apparel in 2007. The story is quite fascinating, but what is most exciting is how Yvon Chouinard, the founder, melded a natural partnership between ethics and business success.

Chouinard's driving force has always been his passion for the earth. He began mountain climbing in the 1950's and developed a natural appreciation for the environment and its beauty. This appreciation propelled him to use his passion towards the betterment of the environment. From early on, honing his blacksmith skills that he picked up from his father, Chouinard made pitons (a steel spike drilled into rock to aid in climbing) that he sold for \$1.50 a piece out of his car, and lived on those proceeds for months, while he spent his summers climbing.

1. Your actions must support what you say!

It was not until 1970 that Chouinard discovered that his equipment company (Chouinard Equipment) was becoming an 'environmental villain' with the repeated use of pitons that were hammered into well-known routes up several mountains. He realized that his pitons were destroying the thing they most loved – the rock in the mountains. These pitons were the mainstay of their business and with mountain climbing growing more popular, Chouinard was extremely concerned.

It was during a routine climb that Chouinard and a business associate decided to phase out of the piton business when they saw firsthand the damaged rock that their pitons caused. They did not think twice about this decision.

One of their core beliefs was 'strive to do no harm' and when they realized a product of theirs was hurting the earth, they immediately decided to stop selling it. They found alternative material to serve the same pur-

pose without causing such damage. Their actions served as an example of the first core value of stewardship.

2. It's not about you! Be others-centered.

Chouinard states that he never set out to be a businessman. He did not dream of building a multi-million dollar company. He wanted to enjoy and appreciate the environment and help others do to that. He yearned to share his passion with others who hold similar passions. What is your passion? What do you dream of? How can you help others? The second core value of stewardship is how to be focused on helping others. Life will go on even when you are gone.

What is your company doing today, to leave a lasting legacy for tomorrow, to better the world around us? Maybe it's the environment, maybe it's developing your employee's skills to help them be the best they can be. Maybe it's to make a product or service that will relieve pain or end suffering. What is your company focusing on, making money or sincerely helping others? (And this does not have to be mutually exclusive!)

In Patagonia's case, they long to leave a legacy full of ethically and environmentally responsible people that use their passions to sustain natural resources and take care of the earth. Their core values led them to found "One Percent for the Planet" organization. Chouinard knows that when he passes away, the world goes on. In fact, he knows that the degradation of the environment, the burning of the ozone, the elimination of endangered species will linger long after he is gone. However, to leave a lasting legacy, he has partnered with 574 other organizations (as of June 8, 2007), to "donate at least 1 percent of our net revenues to efforts that protect and restore our natural environment."

Patagonia is not thinking about themselves. Yes, they are a business and yes, they must make money to donate anything. However, their passion lies at the forefront of their legacy. Their business is not about them, it is about

preserving the environment and using their resources to influence others to do the same; it is about making products to help their customers live out their passion.

3. Is it the right thing for the customer?

To be a good corporate steward, ask yourself two questions:

- Is this in line with company's objectives?
- Will this decision result in the right thing for the customer?

If the answer is "no" to either question, don't do it. Referring to your company's objectives or code of ethics is comparable to referring to the rules for playing a game. You must be certain that employees (the players of the game) know the rules (the code of ethics/conduct) before they begin to play (work for your company).

The first question should be fairly simple to answer if you know, and empower all employees to know, the company's objectives, code of ethics. The second question may take a little work to answer. Who determines what is right? What Patagonia has done is defined the company's objectives and then compared who their customers are and what is in the best interest of their customer.

Patagonia created a checklist of quality measures for their designers to consider. All products must be functional, multifunctional, durable, and must fit their core customers. The designers then started with the functionality of the product asking questions like "where is this product going to be used, in a hot or cold climate?" "Should it keep moisture out or does it also need to breathe?" Then, they found the materials to accomplish that function. They sought out to make one piece of clothing, with two uses (multifunctional), a jacket that wicks away moisture but that also allows for full range of arm movement. The goal of their products being durable is that after a long lifespan, all the parts of the product should wear out around about the same time, which to Patagonia, is a sign of high quality.



Turning a Negative into a Positive

By Jon Gordon

If you read [The No Complaining Rule](#) you know it's a fable about a woman named Hope who has a lot to complain about in her life. Her company is struggling, she's having problems at home and she has to go to the hospital to get some tests done. It is at the hospital where she meets a nurse who teaches her *The No Complaining Rule*. Hope learns that every complaint represents an opportunity to turn something negative into a positive. She learns to use complaints as a catalyst to identify problems and create innovative solutions. And she discovers a powerful way to better lead her company, her family and her own life.

I read an article this week about a real life version of *The No Complaining Rule* in action.

Turns out Boston's Beth Israel Deaconess Medical Center, was getting close to laying off a lot of employees. Pro-

jected revenue was far below projected costs. The CEO Paul Levy confronted the problem at an "all employee" meeting saying he didn't want to have to layoff anyone. He asked the hospital employees for help. He asked them for ideas and solutions.

According to the article in The Boston Globe, "The consensus was that the workers don't want anyone to get laid off and are willing to give up pay and benefits to make sure no one does. A nurse said her floor voted unanimously to forgo a 3 percent raise. A guy in finance who got laid off from his last job at a hospital in Rhode Island suggested working one less day a week. Another nurse said she was willing to give up some vacation and sick time. A respiratory therapist suggested eliminating bonuses." The CEO said he was getting about a hundred messages per hour with ideas. You can read the article [here](#).

This situation is a great example of what we accomplish when positive leaders bring their employees and teams to-

gether and empower them to focus on solutions instead of problems. By implementing *The No Complaining Rule* we can turn complaints and problems into positive action and solutions. We can transform our biggest challenges into our greatest successes. We can transform a negative culture into a positive culture. We can turn what seems "negative" into a "positive."

I encourage you to read *The No Complaining Rule* with your teams and families, have a meeting, identify your complaints and problems and then let this move you to create solutions.

There is an action plan in the back of the book that will guide you through the process.



Jon Gordon is a speaker, consultant and author of the international best seller *The Energy Bus: 10 Rules to Fuel Your Life, Work and Team with Positive Energy*, *The No Complaining Rule: Positive Ways to Deal with Negativity at Work* and *Training Camp: What the Best do Better than Everyone Else*. For more information visit www.jongordon.com

What Matters Most

continued from previous page

Patagonia builds their products and services with their customers in mind and they sincerely concentrate a lot of energy on their core customers, their desires and wants. In return, they are a multimillion-dollar company sustaining profitability for the long haul.

You can hardly consider a company ethical, if they are not a good steward.

How does your organization show its care for others?

Focus on how you can be more of a steward, be it for the environment, specific charities or causes, or the development of your people, both professionally and personally. Strive to model the behavior you expect, based on the values you profess. If you do this, and do it

continually, then brace yourself for great success.



Frank C. Bucaro, CSP, CPAE, works with organizations that want to integrate ethical standards of excellence with solid business practices. He also presents keynote and seminar programs on the relationship of ethics and values to long-term success. He is the author of two books, *Taking the High Road: How to Succeed Ethically When Others Bend the Rules* and *What Happened to the Good Guys in the White Hats? Lessons in Ethical Leadership*. © 2008, Frank Bucaro. All rights reserved. For additional information contact the FrogPond at 800.704.FROG(3764) or email susie@FrogPond.com; <http://www.FrogPond.com>

Why? and No! continued from page 2

you fail to delegate, you fail to train your replacement to do your job better than you and therefore, you fail to open yourself up for the promotions which are right in front of you!

Another gentleman, who was part of my global team died too early in life. He was one of the best Telecom Planners I ever knew. Would not tell his leaders "No" if his life depended on it. He would find a way to get it done – no matter what! One morning, I received a call from his wife that he had died during the night. Through tears, I made all the appropriate calls within the organization and because he was working on a very important project, through tears I

had to ask a consultant to come on board to finish his work. Do not allow your ego to cause you to say "Yes" at the expense of all things important!

Why are we so hesitant to say "no"?

Now, please realize that delegating is a form of saying "No". Delegation allows you to free up one of your most precious commodities – time. You always need more time and when a time period is gone – you cannot get it back! Delegation frees up time. Delegation motivates your team members. Delegation demonstrates trust (Have you read *The Speed of Trust?*)! Delegation allows you to get more done through others. Knowing how to effectively delegate is fundamental to your overall success! Remember when delegating to delegate as much as you can with the authority to complete the tasks! Delegate those things which others are able to accomplish, as well as those tasks which will stretch your team members. There is risk when delegating; however the benefits of delegating outweigh any negative risk.

Delegation allows you to be described as action oriented, always driving for results, persistent and the best person to develop talent!

Saying "No" allows us to make timely decisions, set priorities, organize, plan, manage our time, delegate to develop direct reports and allows you to focus on those more strategic issues to grow your organization to extraordinary greatness. Is this not your primary purpose in being a 21st Century Leader?

Another word to add to your toolkit is "How?" – but that will be another story. For now, let's go back to our childhood and pick up those two anointed words ... Why? And No!

By the way ... Why is the sky blue?

One of the great secrets to happiness is to be immersed in an activity that is complex, where you have the skills to match that activity. By stretching your mind as you work, you enter into a state of mind where you lose all sense of time. (Hilton Sutton, 2008)

Business Strategist, Trainer, Author & Speaker **Dr. Stephanie A. Parson** is the president of Crowned Grace. Prior to Crowned Grace, she was the vice president of Walt Disney World's, Strategy, Methods & New Technology Group, the VP & CIO of Parsons Brinckerhoff, the IT Director at Seagram Spirits and Wine Group and prior to 1996 served as a Commissioned Officer in the United States Air Force. Stephanie has been a featured speaker at events around the world. She has a Ph.D. in Philosophy, holds a Masters Certificate in Business Administration and one in Project Management, a Dual Masters of Arts degree in Computer Resource Management and Management and a Bachelor of Science degree in Computer Science. She also is professionally affiliated with various organizations, has received awards from the private and public sector and has been featured in various magazines.

Leading in a Crisis continued from page 4

bling to get resources.

Lesson:

If your organization's niche is unique and viable there are partners and opportunities waiting to be harnessed. When adversity comes organizations doubt the very reason for which they are created. Instead it is important to make sure the call is still relevant in relation to serving the needs of the people

who are being served .

The history and story of Frontline are a catalyst for encouragement for any organization or any size to look within rather than looking without for answers to stimulate change and growth. Remember the three simple principles:

- ◇ Change Starts from Within: Bleach and water are cheap

- ◇ Build and cherish relationships: Team, service, extravagant thanks,
 - ◇ Follow the Call: Do what you are meant to do
- Each one can catapult your organization's ability to serve and make a tremendous difference. Be encouraged to seize every chance to turn adversity to opportunity.

Arto Woodyly, lives by the words of Dr. Benjamin E. Mays, President Emeritus of Morehouse: "The true tragedy of life is not failing to reach one's goals. It is failing to have any goals to reach." He is the President of Frontline Outreach. Frontline Outreach is a leader in serving urban youth and their families by preparing tomorrow's leaders with a vision for success and community service. Frontline was designated the first President George Bush's 839th *Point of Light* in 1992 and in 2003 received the DisneyHand *Helping Kids Shine* Award.

Your Gen or Mine?

OPINION PAGE

WE ASKED...

Our current economic climate has taken a toll on many and has touched all of us in some way. How do you choose not to quit, but use the lessons learned during this season of adversity to propel you to the next level?

a Traditional view - Rev. Bruce W.H. Urich, PhD

People of my advanced age (77) are mostly retired and taking it easy. I have a twenty year pastorate, and am dean of a college, a university and a seminary, and teach there, ministerial students and others.

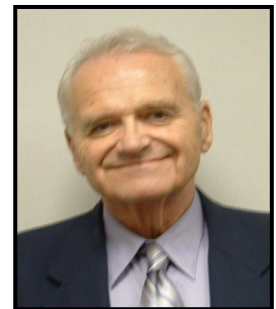
Quitting is simply not an option! I intend to keep working for at least twenty years; although, of course, that is up to the Lord.

What I have learned in this "season of adversity" is that externals cannot control my life; only I control my life; and I choose to control my life to propel me to the next level. What does that mean? It means that I simply keep going, not de-

pending on the government, nor my social networks nor even my personal beliefs, but simply that I will keep going! Now, this is not determinism nor even a discounting of my personal Christian beliefs, but simply a statement that I choose not to be controlled by what goes on around me!

You too can decide not to be controlled by this "season of adversity," but to persevere. It is very important to understand that only what is working within us counts; we are not overwhelmed nor destroyed by life, but triumphant!

I encourage you to be triumphant, also.



Pastor, St. John's Presbyterian Church, Orlando, FL



"Dedicated to achieving the Millennial vision by developing innovative solutions for the 21st Century."

the Millennial perspective - Latoya M. Hinson

During such a time of adversity, a key concept comes to mind - "Knowledge is Power."

It's difficult not to get caught up in the "hype" of what is displayed in the media or the "water-cooler" talk you hear on your jobs about what a mess the economy is in, how it's effecting or will effect you and what's going to be done about it.

As a Millennial, I have the best asset possible on my side - TIIME. There are several les-

sons to be learned based on others failures, successes and strategies to pull out what has been considered the worst economy since the 1930s. Those lessons include, but are not limited to:

- ✦ Paying off debt vs. accumulating debt;
- ✦ Opting to wait, save and pay for items cash;
- ✦ Researching before making major purchase such as cars, homes and paying for a higher

education;

✦ Selecting the best option to save for your individual goals and needs versus quickly investing in the newest "fad;" Having an emergency fund in addition to your retirement plan and savings; and most importantly

Passing this knowledge on to help others become and remain financially successful.

Bridging the Gap

YOU RESPONDED!

Our current economic climate has taken a toll on many and has touched all of us in some way. How do you choose not to quit, but use the lessons learned during this season of adversity to propel you to the next level?



Author, *Of Love & War—Notes from the Heart of a Soldier*

a Generation X point of view - Danielle Griffin

Adversity in my life has been the tool that God uses to help me discover what I'm really made of. Throughout the years my greatest accomplishments and proudest moments were in response to seemingly insurmountable obstacles. I attended and graduated from college with no money to speak of; I earned my commission while battling the affects of a brain tumor; and established a reputation of excellence as an

officer in a racially hostile environment.

So what keeps me from quitting? Good old fashioned pride, coupled with the desire to be the absolute best that I can be. It's not so much about winning and losing but about being able to look in the mirror and know that I've given it my very best effort. The concept of taking pride in my efforts more so than my achievements stems from my early exposure to sports, spe-

cifically Track & Field, and enforced by the encouragement of my parents. In all the times I crossed the line in last place, my folks were there to cheer me on and praise me for an excellent effort.

Now, as an adult, failure is acceptable, but failing to get back in the game is not.

Thank God for adversity!

Baby Boomer Viewpoints

Dan Stratton

Suzan Ankoyan

Adversity and Quitting are words that cannot go into the same sentence.

I don't even allow them in the same thought. Quitting during crisis or in the midst of a problem not only effects me, but it will effect everybody that I love. I find that I can always find something to think about that will encourage me through a situation to a solution. If money is the issue, I focus on my love for my family. If I am having family struggles and money problems then I just focus on good memories or a project that I am working on that I hope will bring a good end. Quitting - is such a luxury and one I have never been



Founder, Provision Network
"We Win, Let's Play"



A 21st Century Leader understands his/her role as one which has the opportunity to make decisions that may impact the world. Today, most leaders are faced with one of the

world's most difficult economic challenges. As leaders we must embrace this challenge by utilizing invisible tools.

Invisible Tools include: influence, emotional intelligence, charisma, compassion, humor, ethics & approachability to name a few. Leaders should utilize these tools when acting strategically, analyzing issues, leveraging innovation and employing business and financial acumen.

When faced with adversity, a leader must ask:

- Is my organization improving during

economic swings? Are we making profits or experiencing loss?

- Do we have strategies which will allow us to thrive during economic adversity?
- Are we analyzing and using the lessons learned to improve the organization?
- Have I created an innovative environment? Can we do things better? New ideas and creativity drive a new business. Do we have the capability to create change?

Anne Frank (1929-1945) stated: "How wonderful it is that nobody need wait a single moment before starting to improve the world." Embracing your invisible tools, using Anne Frank's statement as a guide and using your business acumen are the foundations for overcoming adversity.

Crowned Grace
2582 S. Maguire Road; Ste. 316
Ocoee, Florida 34761-4770

Phone: 321-256-5236
Fax: 321-251-5242
E-mail: info@crownedgrace.com

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Crowned Grace works with our clients to develop, groom and empower their leaders by ensuring a strategic focus on the organization's overall vision. We are dedicated to providing our customers with products and services to ensure they have the proper resources, tools, products and services required to succeed in the 21st Century. This includes, but is not limited to, training and business development, leadership development, strategic planning, project management training, business consulting and information security.

For more information, contact Dr. Stephanie Parson at DrStephanie@crownedgrace.com or 866.544.6257 (321.251.5236). Please let us hear from you ... your thoughts, questions and/or registration to our upcoming events!

"Lead an Extraordinary Life....Today!"

Stephanie A. Parson, Ph.D.
The New Face of Leadership

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