

Win-Win Leadership

Melvin D. Simpson

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WIN-WIN LEADERSHIP

PREFACE

Author's Note

To become one of the highest paid people in America, you DON'T have to be the best. You only need to be better than average and work on improving yourself every day.

You are about to learn a simple system to improve your income and your life in every way,

The purpose of this book is to make everyone a winner!

This book is about developing a team effort to WIN that works for Managers, Employees and Business.

The main focus is to [Learn a Management and Leadership Strategy that:](#)

- Increase the Incomes for Managers and Employees
- Greatly add value to the Company, Managers, and Employees
- Managers will lead the business to worthy accomplishments
- Developing Managers and Employees to exceed their current abilities
- Meet and exceed the Business and Organizational Objectives

For more information: see www.leadingtothetop.com

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The story of John Smith who used the “Win-Win Leadership” information and strategies to build his Foundation and effectively boost his income from \$7 an hour to over \$100,000 dollars a year.

Enjoy your freedom to Choose

Acknowledgements

A LETTER FROM THE LEADER

Welcome to this new relationship. This relationship is only going to the Top.

First, I need to know your strengths and weaknesses. I will develop your strengths and hide your weaknesses. Here are mine. Please do the same for me.

Next, What do you want to be? What you **are** is irrelevant. The only way we are going to make it to the top is by working on what you are going to be. We are going to work hard because, if you don't get better, I can't get better, and **we** won't make it to the top.

The Entire American Landscape was developed from one idea, "That all men are created equal, and we are a free society with rights of Life, Liberty, and the Pursuit of Happiness..."

So many people have died, and still dying to give us those rights. We owe it to our parents, our children and our communities to use those rights to make our communities and ourselves better.

We will use these rights to become the best at helping others in their pursuit of happiness. This is our plan to make it to the top.

Follow my lead! Work like I work. Learn like I learn, Do what I do. Then find ways to work, learn and do it better than me. I want you to reach your potential and be the one "Leading to the Top."

Signed
The Leader

SELECTIVE READING

After your freedom, health, and family; TIME is the most precious possession you have.

- 1 Freedom- Without freedom or the possibility; life isn't worth living
- 2 Health – Without health, you have no life to live
- 3 Family- If you have no one you'd die for, you are already dead.
- 4 Time- Your time on this earth is limited, don't leave with any regrets

Reading and learning will be an important part of the 'Leading to the Top' series. Reading and Learning is the number one reason leaders become successful. Your success will depend on the number of ideas you can learn and implement. Selective Reading will help you generate as many ideas as possible in the shortest amount of time. To save time and energy, use the "Selective Reading" method to accelerate your learning and maximize your time.

ARE YOU LOOKING FOR AN IDEA?

1 Review the Description, Table of Contents and/or Headings for Ideas

A quick review of the book's heading should tell you if the book is capable of giving you the ideas you seek. Not only are you looking for a book with good ideas, you are looking for a book where the ideas are easy to find. If the book can't help easily, you can easily discard it.

2 Only read ideas of relevance and interest

Life is not a "Pop Quiz." It is an "Open Book" test. To prepare for a pop quiz you must study all the material. To prepare for an open book test, all you must know is where to find the answers. Read

only the parts of a book that can provide you with answers and ideas. Then go on to the next book. Remember:

“You will only learn, what you want to know!”

3 Make notes and mark pages as you go

Reading for information is different from reading for pleasure. Highlight passages you want to refer back to. Make notes on important issues. Taking notes as you go slows down your reading, but saves you time when you are searching for the ideas later. Notes make the book permanently yours. Writing notes also helps you internalize the messages, so that they become part of you, thus making you a smarter reader.

4 Implement the quickest and easiest items first

You will come across a lot of ideas and answers, so many you may not know where to start. You can get stuck in “Paralysis Analysis,” becoming so preoccupied with where to start, you don’t start at all.

Start with quick and easy ideas first to get a couple of wins under your belt for the time you use reading. The more wins you have, the more confidence you have in your abilities, and the more value you add to your time.

Items you can implement quickly and easily in this book:

- **Selective Reading** - Generate New Ideas and Find Answers Quickly
- **Win-Win Leadership** – Form Agreements between Managers and Employees that increases income potential for both.
- **The Golden Rules** – Use these Guidelines to add value to your current salary quickly
- **The SEA-Q formula** – Use this Simple formula to add value to your resume
- **Build Your Foundation** – Have a Starting point to increase your income consistently

THE AMERICAN DREAM

Driving down any street, you can judge how well people or businesses are serving their community by looking at the size and complexity of their homes or businesses. As a general rule of thumb, people display success in the cars they drive, the homes they buy, the vacations they take, and the amount of personal wealth they accumulate. No one becomes wealthy without contributing to others. Wealthy people also have wide influence, improving countless lives. Ideas, innovations, new technologies, various resources, experience, great management, and leadership are how the elite in our society rise to the top by serving others.

We are all here to live the American Dream

The Dream includes a big house, fancy car, a happy and healthy family.

Basically you want to:

- (1) Go where you want
- (2) Do what you want
- (3) Do what you want whenever you want it
- (4) And be happy doing it

Doesn't this concept sum up the "Life, Liberty, and The Pursuit of Happiness?"

Bob is a long time friend of yours. You went to high school together, and your kids go to the same school. Last week Bob had a house warming party, and your wife bought Bob and his family candles. Bob is living the American dream— a new house, new Mercedes, new furniture, and a timeshare. Bob's kids are loaded with video games, \$150 sneakers, and beanie babies bought on E-bay. All this happiness is due to the great new job Bob got as a VP of Finance.

One question haunts you. “Why can’t that be me?”

It can be you. The American Dream is not a mystery or a secret. There are many books on the subject; however this book is going to go into detail on how the famous American Dream is achieved through Win-Win Leadership. This book will show managers how to get into the top 3%, employees into the top 15%, and how a business can increase its performance by helping “The Person with the Gold” increase revenue, cut costs, improve quality, and increase productivity.

MY AUTOBIOGRAPHY

Melvin Simpson:

- Director of Quality for Ozark Electronics Repair, Inc.
- Key member of an Executive Management Team, which achieved double-digit gains in Productivity and Quality. The gains resulted in a 40% growth in revenue, four years in a row.
- In July of 2001, led the executive management team to one of the first companies to be ISO: 9001 certified to the 2000 edition.
- Graduate of the Quality Management Program at the University of Manitoba.
- ASQ Certified Quality Technician, ASQ Certified Mechanical Inspector, Four Certificates in Quality Auditing from GLF Quality Associates, and an expert in Kepner Tregoe Analytical Trouble Shooting.
- Professional affiliations include (ASQ) American Society for Quality, (APICS) The Educational Society for Resource Management, and (AQP) Association for Quality and Participation.

My history and personal development started with my days as a Network Marketer. I learned the foundations of Win-Win Leadership and career development and with the guidance of many prominent experts in Quality, Management, and Leadership, I transformed myself into a Quality, Management, and Leadership Guru.

First came the training, which included a certification in Mechanical Inspection, a certification in Quality Technology, four certifications in Quality Auditing, a certification in Analytical Trouble Shooting, and a graduate of a Quality Management Program.

Then came the awards, which included three years of Perfect Attendance for Adtran; ASQ Inspector of the Year; publication by the Arkansas Manufacturing Extension Network for Quality; and finally being a key figure in my company being one of 418 companies out of 70,000 to be ISO9001: 2000 certified this year.

Finally the salary. I started as a machine operator earning minimum wage for Intergraph. Next, I went on to higher wages as Mechanical Inspector at Adtran, and was later promoted to a Quality Technician. I was a Quality Engineer and later became the Director of Quality for Ozark Electronics. My next step was being Vice President of Quality or the CEO of my own company. This book was spawned by my intent to *walk the talk*.

I wish I had a book to follow ten years ago. My success would have come sooner. I am writing that book now for all to follow...

WIN-WIN LEADERSHIP

2001 WORLD FUTURE SOCIETY

Most of the information below was derived from the World Future Society (2001). The WORLD FUTURE SOCIETY is a nonprofit educational and scientific organization for people interested in how social and technological developments are shaping the future. See their web site at www.wfs.org.

Companies are growing and moving faster than ever before. The continued growth of technology is making it more difficult to keep up with the rapid changes in organization. More companies are competing and operating globally. This trend should continue to drive more innovation and more technology and help companies keep the edge on their competitors in the future.

Americans have come to expect economic success.

Most Americans want high salaries, their own business, and economic success. Without more education and training, their expectations may never be met. High-school graduates earned 28% less in constant dollars, than a comparable group did 20 years ago. More high paid professionals have a university education, even masters and Ph.D.'s, or highly specialized training.

Education and training are required throughout the Business world.

Rapid changes in industries, job markets, government regulations, and technology-based companies will necessitate increased training for virtually every employee.

In the next ten years, 10 million jobs will open up for professionals, executives, and technicians in highly skilled service occupations.

The nation's employees and managers will be in training for technologies, leadership for work teams, government or international standards, and countless other programs for our changing world society. Companies will sponsor these training programs for employees as a good investment.

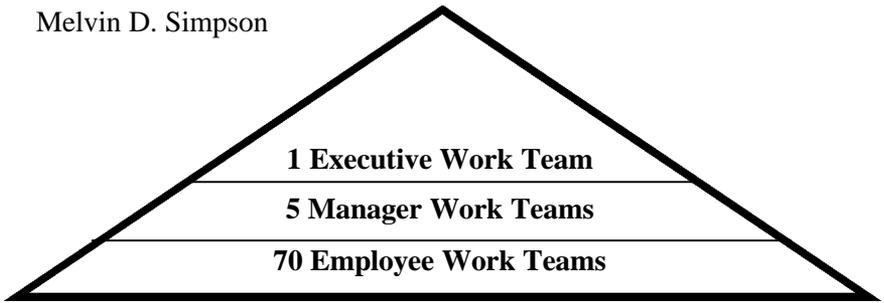
A typical business in 2010 will have One-Third the number of managers.

Computers and information management systems have stretched the manager's effective span of control from 7 to 21 subordinates. Information now flows from employees to upper level management for analysis. Fewer mid-level managers are needed. These trends should drive corporations to operate with flatter, more horizontal organizational structures with fewer departmental boundaries.

Companies will increase communication through the Internet.

A flatter worker focus will require a central hub to communicate anywhere and anytime to executive management. The Internet is the perfect medium. It is widely used, easy to understand, and easily accessed. Internet communications will be able to analyze production, quality, delivery times, customer feedback, inventories, and the activities of departments. Improved efficiency will be another cost reduction for the customer. Improved communication and efficiency will reduce decision-making at the executive level and place more empowerment within work-teams. Employees will have unspecialized jobs and work within teams with *no departmental boundaries*. These teams will do their own hiring, quality control, and monitoring of responsibilities and objectives.

The organizational structure of the future will be Executive work teams; managing Manager work teams, and managing Employee work teams.



The New Executive Work Team will be more efficient and have make collaborative effort in making company decisions. Past organizations have blocked efficiency and innovation due to interdepartmental struggles. Each department was operating inside of one division as its own budget/profit center. In the past, the Marketing director would have complete autonomy for a department and complete responsibility for results in the department. In the future, the Marketing Director, Finance Director, VP of Operations, Director of Quality and MIS Director will work as a team to complete the objectives the CEO or President has laid out. They will form teams for each plant, department, or production line to manage the employees that report to them.

The New Management Work Team for a division will consist of an operations manager, a finance manager, a marketing manager, a quality manager, and a systems manager, working together to make the division successful. Members of the team will report directly to their executive counterparts, but every day decisions will be handled within the management work team.

Employee Work Teams will be the workers, leads and/or supervisors for product lines, production lines, development projects or any products or services with a set group of employees that deliver an end product. Companies want the right people to work to satisfy their customers. These teams will be formed through management teams, or they will form to solve a particular problem. When they do, it is management's responsibility to keep good teams producing.

Financial Leadership through Leadership Development

In a survey of 187 companies in 114 countries, 34% of organizations with superior financial performance had leadership development programs. Companies that performed below average were least likely to have such programs. (*The Leadership Forecast 2001* by Richard Wellins)

In order to make these work teams successful, companies will have to invest in leadership development programs.

THE MANAGER'S DILEMMA

One of the main complaints I hear from managers today is that they do not have enough time to complete all tasks. Their superiors want too much, their employees do too little, and there is no time left for “me.” Let’s look at some problems manager have faced in the past, still today, and probably in the future

Superior, Employer, Management, Wants

Cut Costs – Lower your operating costs; find creative ways to save the company money.

Use Fewer People – Use fewer people, another way to “cut costs.”

Lower the Budget – Don’t allocate too many resources, one good “cut costs” technique

Use Old Equipment – Don’t buy new, another “cut cost” rule.

Provide More Results – Exceed all your assigned objectives. Do what your superiors want even if it is impossible.

Generate More Revenue – Generate more sales. Be creative. Your superiors want to make more money.

Support More Team Work – Find ways to make other departments better. If you’re doing great, help Cynthia with her department which is awful.

Insist on Quality – Improve quality to generate customer satisfaction. Quality makes your customers happier.

Meet ALL deadlines – Complete all projects and objectives on time; Meet all the above objectives as fast as you can.

Employee Wants

MORE MONEY – Employees often feel overworked and underpaid

Less Responsibility – Employees feel overstressed for what they are being paid

More Benefits – Employees want broad health coverage, a better 401K, more training, holidays and vacation, etc.

Accomplishments – Employees want to succeed, be empowered!

Petty Conflict Solutions – Employees dislike the inability to solve personal and personality conflicts.

Personal Life - “What You Want”

More Personal Time

Spouse – You work too much. Spouse wants quality time together

Children – You work too much and forget activity time

Hobbies – You want time for yourself to exercise, relax, and enjoy your success

Vacations – You want both freedom and enough money to get away and come back refreshed

Friends – You want a social life outside your work and family

More Money for

Home – Your home is not big enough or needs upgrades

Car – You need a new one, or at least a better one

Debts – You know everyone has debts, but you’d like to be able to pay them.

Retirement – You want your Golden Years to be un-stressful and fun. Will I be okay in my Golden years?

Security – You worry about what happens if you get laid off or injured

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Sanity Check

With all these forces in and out of work constantly pulling at most managers, how do they keep their sanity? The pressure to make everything work can be overwhelming, even drive a person insane. But remember, “A piece of coal turns into a diamond under pressure.” The managers and leaders who DO make it all work and work well are the most highly rewarded people in the world. If a manager wants those rewards, then he or she will need to find some good solutions to the points of stress.

THE SOLUTION

The solution will give managers a useful idea to help them develop and nurture their leadership skills. This strategy focuses on developing employees to become leaders as well as improving management leadership skills. We will explore several ways for both managers and employees to increase their salaries, gain more free time, and achieve better results and more rewards. The overall purpose is to increase your ability to improve your life.

Employees – Work with managers to build your leadership foundation and accomplish major business objectives. Use the SEA-Q formula to build your income. To get into the top 15%, you will have to develop good management and leadership skills.

Managers – Develop employees using the SEA-Q formula. Help them build their Foundation, so they can aid you in accomplishing the major business objectives. To get into the top 3%, you will have to help other managers and employees develop their management and leadership skills to accomplish major objectives as a team.

WHY does this Solution work?

The Managers' Dilemma

Many managers try to do it all, that satisfy all the Superior objectives and employee problems on their own. They often work 80 hours a week (on salary), and are excellent at solving these problems and making a decent salary. They also limit their own growth potential. If they “do it all,” how can they do more to earn more, and when will they get time to them selves? The answer is they can't and don't.

The Future of Society

The future will require managers to train and assign employees to solve those problems in the Manager's Dilemma. One example would be to assign one employee to come up with ten ways for your department to cut cost, another employee to find five new markets to sell your product, and still another employee to increase productivity by 10%. All of these assignments will be over and above their current responsibilities. This trains employees how to find solutions for themselves and introduce them to the profession of management. The Managers and the Business will need to offer performance-based incentives to the employees that excels in their new responsibilities. This strategy will be the only way future businesses can meet and exceed all their objectives. Managers who cannot lead in this manner will not likely reach the top 3%.

Your American Dream

The net result of these new strategies will be highly specialized and highly paid leaders who lead and command a large number of employees. The leaders will spend more time planning and monitoring the progress of the employees and the business and less time working the business itself. The change will benefit the leaders by giving them more time and money to fulfill the American Dream.

WIN-WIN LEADERSHIP

Win-Win Leadership”: by *Stephen R. Covey* Article from Franklin Covey in June 2000 Stephen R. Covey is the author of The 7 Habits of Highly Effective People, The 7 Habits of Highly Effective Families, and other best-selling works. In his books and article he refers to Win-Win Negotiation and Win-Win agreement between two people. “Win-win agreements between organizations and individuals seek for mutual benefit and work to create a greater overlap between what the organization cares about and what the individual within the organization cares about.” Win –Win Leadership is a natural transition from these basic ideas.

Win-Win Leadership is About a Choice

This choice is about being responsible for everything you want to change. You can change any circumstance in your life, if you take the responsibility to change it. Do not wait for opportunity to knock, go find them. Don’t wait for people to change their behavior; you change how you react to their behavior. Don’t take the easy way out; do the right thing even if it takes a long time. Win-Win Leadership starts with you CHOOSING to be a good person and taking the responsibility as a role model to yourself and others

It is About Going the Extra Mile

Doing more than you have to. Going the extra mile is one of the hardest concepts for the average person to understand. Day after day, people put in long hours and make considerable contributions even when there is no clear reward in sight or light at the end of the tunnel. The person’s boss, customers, and coworkers may take advantage, but for a person with faith, everything will work out. After all, if your team, boss or customer doesn’t appreciate you, then they will truly be hurt when you move on, where you are rewarded and recognized as indispensable. What comes around goes around, hard work never goes un-rewarded.

Win-Win Leadership is About Having Faith

Win-Win Leadership is a leap of faith. You are dedicating time, energy and effort to others with no clear expectations of a tangible return. I have help thousands of people do great things without even a “thank you”. SO WHAT! I am a good person for doing it and I don’t expect rewards from those I help. It has been my experience and other leaders that the biggest rewards come from people I don’t help. It comes from people with more power and influence than I have trying to help a good person. You must have faith that the benefits of your good actions will come in time and not from those you help.

It is About Helping Those With More Than You

I get this question a lot, “Why should I help my manager, he has got everything already, I will just make him more successful.” The first thing to remember is those people are the ones that can help you the most and a quick return on your effort. It is very hard to make it to the top, without rewarding and acknowledging the ones who help you get there. Even if you don’t get a desirable return from help these people, the experience and knowledge you gain will be far greater than any tangible return. This experience and knowledge will keep rewarding you for the rest of your life.

It is About Helping Those With Less Than You

In order to for you to make it to the top, you will need lot of help from all kinds of people. Most of these people will be coworkers or subordinates that help you accomplish your goals. Like I just said “It is very hard to make it to the top, without rewarding and acknowledging the ones who help you get there.” Giving back to those who helped you makes you a great person and sets an example for others to follow.

Acts 20:35

In everything I did, I showed you that by this kind of hard work we must help the weak, remembering the words the Lord Jesus himself said: “It is more blessed to **give than to receive.**”

MANAGER ADVANTAGES

Leverage your work

Managers that have a "Right-hand Man or Woman" are far ahead of the game and more effective than managers who don't have one. Smart leaders develop a person who can help with the various objectives that are assigned to them. Basically people who follow this strategy can double their daily output. You have a tremendous advantage when you have a successor to take your place if you are promoted or can continue with your responsibilities in the event of an unplanned absence or your vacation.

Multiply your output

Now that you see the value of having one super employee, imagine you had ten. Instead of doubling your output, you can increase it by a factor of ten. As a matter of fact, if you had this team, you would spend more time planning and monitoring what they do than any thing else. Your new job would be deciding what objectives the team would achieve and coaching them to get it done, instead of figuring out "How" to do it. You would be the leader of a championship team.

Exceed current ability and expectations

No matter how good a Manager you are, you can never achieve as much as you will as a leader who can multiply his output with ten super-employees. You can exceed your personal best accomplishments by developing the skills and abilities of your key people. Leaders are often surprised by how well their people can come up with ideas and innovations that they could not develop themselves.

Increased value as a Manager Leader

Managers who become great leaders do much more than just manage a process or division. They lead change within the

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organization that benefits employees, managers, the business and the customers. Leaders who can make these kinds of changes are the most valuable people in an organization and our society.

Unlimited results can produce unlimited income

Because leaders who can make these kinds of changes are so rare, they command the highest salaries and are the most sought after people in business. Outrageously large salaries are paid because of such a leader's ability to lead people to predict, adapt, and create change. Remember. If a business is not changing, it is dying.

MANAGER DISADVANTAGES

Can't help everyone

This point represents the most important disadvantage of Win-Win Leadership Strategy. You simply can't help everyone. There are some people who no matter how hard you try to inspire or what you offer, they simply won't try or care. There is nothing wrong with the Win-Win strategy. Some people just do not aspire for greatness, or they lack the will or ability to pursue it. There is nothing you can do, but pray for them.

Development Time

"I don't have time to develop them", or "I can't wait that long" are common cries among managers when I introduce this Strategy. The managers who want to excel will make time. There is no better way to increase your value than to develop your people. The time you spend will be well worth it once you see the results. Patience and Perseverance are key qualities of great leaders.

Creating measures and choosing the rewards

Clearly written objectives and accurate measurement must be the foundation of the development of all people who want to excel. How would people know they are progressing if they have no measurements of their progress? After they have achieved their measured goals, a clear reward for their efforts must be established.

My personal reward favorites are pay raises based on performance and items to add to employee “I Love Me Walls.” (See SEA-Q Formula)

Responsible for both success and failures

As they develop, people are going to make mistakes that the manager would NOT have made, but the manager will still be held responsible. This situation is part of the learning process. Pat them on the back for trying and reiterate their goals for success. Once they have succeeded, you as a leader have succeeded also... thus Win-Win Leadership.

EMPLOYEE ADVANTAGES

Great feeling of personal growth

Earl Nightingale, who started the achievement-learning company Nightingale-Conant, says: "Success is the progressive realization of a worthy goal or ideal." History has taught us that people are happier when they are working toward goals than when they actually achieve them. Without personal growth, people feel distressed because of their outlook on the future. People who work toward worthy goals or ideals are excited about the future. They have good feelings about new possibilities and new achievement.

Lock in earning status

With personal growth a person acquires definite skills and education, and accomplishes goals of critical importance. Once these goals have been achieved, no one can ever take them away. You have demonstrated your earning power through your actions. These achievements will be a permanent part of your earning status that you can take to any employer.

Widespread praise and recognition

When employees do an outstanding job at a task they were not hired to perform, everyone hears about it. An organization knows who the winners are, and it is quick to recognize them. These winners are often showed favoritism from superiors and coworkers for their efforts. Organizations love a person who gives 110%.

Healthy status of family

Employees who are happy at work will be happy at home. Often, when a person comes home from work with a great accomplishment or a raise, the enthusiasm is contagious. Development at work easily carries over into improvement at home.

EMPLOYEE DISADVANTAGES

Development time

Many employees complain that it takes too much time and effort to learn what they need to grow. Look at the alternative. Do you want to spend the rest of your life in dead end jobs you hate which pay poorly? Keep in mind the value of time and its limitations, but if you don't grow now, then when will you?

Thinking and learning are hard work

Employees see managers kicking back in their offices, often staring at the ceiling trying to figure out how to cut 10% from their budget. A person who has never handled this challenge before think it is easy. That person has never had to find a way to make cutbacks and still maintain or improve productivity and quality. Learning new ideas and implementing them is a difficult task when you are responsible for all the details.

Realistic timeframe for rewards

It could be six months to a year before you see the fruits of your labor. Depending on how long it takes to learn and the time it takes to implement, it could be a while before you're rewarded for your efforts. Patience and Perseverance are key virtues among those who become a success.

Effort could go un-rewarded by your current employer

Some companies won't embrace the idea of Win-Win Leadership. They may not have the resources or ability to implement it. Employees will develop key skills and accomplishments for the company, with nothing to show for their effort. Fear not, future leader! If your current Company won't reward you, the next one will. Every company in America is looking for people with a proven history of achievement.

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Implementing the Idea

Many employees think they just need a good idea. Their value only comes from their ability to implement that idea. Numerous ideas go through a company every year, but only the ones that are implemented are important. If you want to be important, you need to be the one who implements the idea and gets the credit.

WE HAVE LEARNED IN WIN-WIN LEADERSHIP:

The future trends of Management and Leadership

- Companies are growing and moving faster
- Americans have come to expect Economic Success
- Education and training are required throughout the Business world.
- A typical business in 2010 will use 1/3 the number of managers as in 2000.
- Companies will increase communication through the Internet.
- The organizational structure of the future will be Executive work teams; managing Manager work teams, managing Employee work teams.
- Financial Leadership will come through Leadership Development

The common problems for managers

Superiors Wants

Cut Costs, More Productivity, More Revenue, More Team Work, Higher Quality, and ALL Deadlines Met.

Employees Wants

MORE MONEY, Less Responsibility, More Benefits, More Accomplishments, Petty Conflicts Resolved

Personal Wants

More Personal Time

Spouse, Children, Hobbies, Vacation, Friends

More Money for

Home, Car, Debts, Retirement, Security

The Background of Win-Win Leadership

Stephen R. Covey - Using Win-Win Agreements

Win-Win Leadership is About a Choice

It is About Going the Extra Mile

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Win-Win Leadership is About Having Faith
It is About Helping Those With More Than You
It is About Helping Those With Less Than You
Acts 20:35

Manager Advantages

Leverage your work
Multiply your output
Exceed current ability and expectations
Have increased value as a Manager Leader
Gather Unlimited results to produce unlimited income

Manager Disadvantages

Can't help everyone
Find Development time
Create measures and choose the money
Be Responsible for both successes and failures

Employee Advantages

Great feelings of personal growth
Lock in earning status
Win Widespread praise and recognition
Enjoy Healthy status of family

Employee Disadvantages

Schedule Development time
Realize Thinking and learning are hard work
Pursue Realistic time frames for rewards
Avoid Efforts going un-rewarded by current employer
Implement the Idea

THE INCOME PYRAMID

THE 2000 US INCOME CENSUS

We are already wealthy

If we could shrink the Earth's population to a village of 100 people with all existing human ratios remaining the same, the globe would look like this: 50% of the entire world's wealth would be in the hands of only 6 people and all 6 would be citizens of the United States.

Our lives reflect our belief in Life, Liberty and the Pursuit of Happiness. Yes, we are already wealthy compared to the rest of the world, but there is still "Life, Liberty and the Pursuit of *More* Happiness".

2000 US Income Census

Here are the cold, hard facts from the US census Bureau 2000, for the 213 million people in the US age 15 and older:

18 Million have no income 9%

75 Million \$1-\$15,000 a year 36%

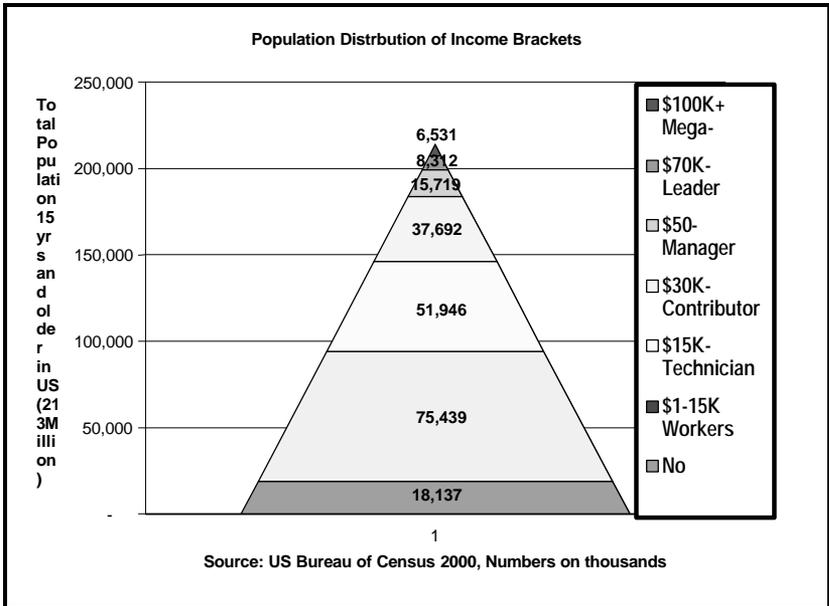
51 Million \$15,000-\$30,000 a year 24%

37 Million \$30,000-\$50,000 a year 17%

15 Million \$50,000-\$70,000 a year 7%

8 Million \$70,000-\$100,000 a year 4%

6 Million over \$100,000 a year 3%



What does everyone make?

Of the 30 million who make over \$50,000 a year, 81 percent hold occupations that are managerial or professional. If you want to make more than \$50K a year (*85.7% of people DO NOT*), you need to become one of the best managers or professionals. In other words, become a leader because “THAT is where the money is.” The purpose of this book, regardless of where you place on this pyramid, the purpose of this book is to help you get the tools you need to advance to the next level.

If you are in the bottom 85%, this book can guide you to the top 15%

If you are in the top 15%, this book can guide you to the top 3%

If you are in the top 3%, read this book, buy ten more copies and give them to people in the bottom 85%

The population distribution of the Income Bracket Pyramid shows the relationship of the top earners in our society to everyone else. You can find similar relationships in every other country. There are other pyramids throughout this series with a similar focus on Challenges, Human Needs, Life Development, Management Structure, and Leadership Style. There is a taper-down relationship between the people and/or behavior on the top and the other layers of the pyramid. As you advance to each level, you enter a smaller, more effective group of people. “Effective” means getting the desired results.

THE GOLDEN RULES OF INCOME INCREASES

How to make more money

I have spent years studying to learn: “How to make more money.” As I learned, I found myself taking on more and more responsibilities as a leader. The better leader I became, the more money I made. My employees and co-workers then asked, “Melvin, how can I make more money too?” I had the answers, but I didn’t have an effective method to explain it to them, and I could not refer them to a particular book to understand my philosophy.

Two Simple Formulas

Eventually, I created two simple formulas to help people make more money: the SEA-Q formula and the Golden Rules for Income Increases. Looking back over my increases in income, I noticed a main reason for my quick promotions. I always had a manager who gave me good guidance. So, the focus of the formulas became telling leaders how to become better leaders by improving their employees. These formulas can be used as a guide for both leaders and their employees to make more money. The employees learn to EARN more money, and the leaders learn to become more effective leaders and thereby increase their incomes in a true “Win-Win” scenario.

Why the Golden Rules

As a manager I often hear from employees a request for a raise, more money, or a cost of living adjustment. They are surprised when I ask to see their resume first. Once I have examined their resume, I usually tell them they are overpaid. After their look of shock, they ask me why?

What do you want to be?

80% of all employees I ask can’t tell me the answer to this question. IF you don’t know where you are going, how are you going

to get there? And if you are going there now, why should I pay you more to do it?

How much do you want to make?

If employees can answer the first question, the second question really gets them. They throw out a number that makes them feel good, until I proceed to ask what specifically are they going to do to earn it? “I’ll do anything” is the usual answer. I tell them I don’t need to hear “anything.” I need specifics that will help me meet MY objectives, specifics that I can’t do myself.

Who is making the kind of money you want to make?

This question is intended to help people understand what needs to be accomplished to earn the money they want to earn. Whatever other people did to reach their goals, you can in similar ways and earn the same money.

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RULE #1 GO WHERE THE MONEY IS...

A bank robber was once asked, “Why do you rob banks?”

His reply was enlightening: “THAT is where the money is !!!”

The Right Occupation and Activities

First, if you are not in an occupation that has the potential to make the money you want, it is not likely you will ever succeed. Second, when you're in the right occupation, you must do the right activities to meet your goal. The most important step to increasing your income is to engage in occupations and activities with a history of the rewards you seek.

Everything but the right one

I once knew a young man who wanted to make more money at the restaurant where he worked. He tried bussing tables, waiting tables, hosting cooking, bartending, janitorial and worked lots of overtime. The one thing he didn't want to do was manage. After he got tired of working overtime from week to week with no financial progress, he went into the management-training program. Two years later he was making three times more salary than his best week of working 100 hours previously.

THREE KEY ACTIONS TO REMEMBER FOR THE FIRST RULE:

1. Look for High Paying Occupations
2. Look for High Payoff Tasks or Accomplishments in your current Occupation
3. Look for a Sense of Achievement, Do what makes you happy.

Sample Occupation and Activities

Here are a few examples of different occupations and industries to use to go where the money is:

Accounting: General Ledger, Financial Analysis, Reporting, Audit, Budgeting, Tax, Treasury, Budgeting, and Cost Avoidance.

Construction: Commercial, Industrial and Residential, Project Planning, Scheduling, Contracts, Environmental Assessment

Education: Curriculum Development, Instructional Systems Design, and Program Administration

Engineering: Prototype Development, Project Management, Failure Analysis, Reliability, and Experimental Design

Government: Regulatory Compliance and Reporting, Competitive Bidding, and Fixed Price Contracts

Medical Care: Patient Management, Treatment Planning, and Emergency Intervention

Entertainment: Food & Beverage, Facilities Management, Meetings and Events, and Amenities

Human Resources: Staffing, Training Development, Compensation, Benefits Administration, and Employee Assistance

Information Technology: Client/Server, Web-Enabling, Internet/Intranet, Integration, Configuration, Platform, Hardware, and Software

Investment Finance: Mergers, Acquisitions, Joint Ventures, Venture Funding, Portfolio Management, and Cross-Border

Law/Legal: Legal Research & Writing, Case Management, Judicial Proceedings, Investigations, and Client Representation

Logistics: Purchasing, Supply Chain, Inventory Planning, Warehousing, Distribution, Transportation, Resource and Asset Management, Vendor Sourcing, and Contract Negotiations

Manufacturing: Productivity and Yield Improvement, Cost Reduction, Manufacturing Cell, Quality, Materials, Scheduling, and Control

Marketing: Multimedia Communications, Presentations, New Market Development, Product Launch, Advertising, Branding, Negotiations, and Sales Closings

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Media: Production, Direction, Broadcasting, On-Air Talent, Studio Engineering, E-Commerce, and Press Relations

Quality: Engineering, Reliability, ISO9000, Total Quality Management, Quality Assurance, Product Performance, and Quality Audits

Real Estate: Residential, Commercial & Industrial Properties, Buy/Sell Negotiations, Contracts, Regulatory Compliance, and Marketing

Retail: Multi-Site Operations, Merchandising, Loss Prevention, Sales, Customer Service, Training, Facilities, Buying, and In-Store Events

Security: Corporate Security, Risk Assessment, Perimeter & Facilities Control, Terrorism Prevention, and Emergency Preparedness,

#2 HELP THE PERSON WITH THE GOLD.

This rule goes directly to the heart of earning more money. The first rule puts you in the right place. This rule tells you the right things to do.

“He who has the Gold makes the rules! “

When it comes to salary, this rule is important. When you are working—whether it is for Managers, Executive or Customers—the people you report to set the salary you make. PERIOD! It doesn't matter what you do for a living. Just determine what the “person with the Gold” values and offer him or her what they want in exchange for what you want.

The Person with the Gold sets the Value

The “person with the Gold” is the person who has the power to get you what you want. Most people want to influence the manager or person who sets their salary. They must discover what the manager believes is valuable. One example is an employee who has worked for a company for twenty years and thinks he deserves the largest pay increase because of his longevity however; the Manager is paying the highest salary to the person with the highest productivity. The manager has set the pay at what he values.

The Easiest Pay Raise

One of the easiest ways to get a pay raise is to engage in activities that are valuable to the “person with the gold.” One can also engage in activities with a different person with different values. The strategy totally depends on the values and the rules of the person with the power to raise your salary. It is important for you to (1) find the person who makes the final decision about your pay, and (2) determine what he or she values and will pay more for. Sometimes the person will flat out say, “I will pay you this, if you can do that.”

The Next Guy Up and the Next Guy Up

One of the best pay raises I ever got was from the VP of Quality at a former company. My supervisor was doing my performance review, and I asked him what I could do to get a better raise the next time. He said he wasn't sure. He then told me the VP of Quality had given a budget for future raises to the Quality Manager, who would allocate money to the Supervisor to distribute among employees. I left his office and quickly set a time to meet with the VP of Quality.

The Promotion and Raise

I asked the VP of Quality what I could do to earn more money. He gave me a list of that would take time to complete— some education, some certifications and other things. There was one thing he mentioned that I could do immediately. He wanted a cost saving program that would be over \$2 million. I came up with a cost savings of over \$5 million, which I supervised. I was promoted and received a 30 percent increase in salary. From that point on, the VP and Quality Manager invited me to all their management staff meetings to get my input.

#3 YOU ARE PAID THE EXACT AMOUNT NECESSARY TO REPLACE YOU!

This is the Measurement rule. Earlier, I said I could tell if an employee is overpaid by examining a resume. I compare the resume to others of people who are willing to do the same job for equal or less pay. The value and pay for anyone depends on the difficulty and the time it takes to replace an employee.

Assessing Your Value

Many people have a difficult time assessing their value or deciding what to do with their careers to earn more money. The easiest way to assess your value and what to do to increase it is to create a resume and compare it to other people's resumes and qualifications. There are many books and materials on resumes. Also, look in the want ads of the newspaper, and carefully examine the skills, education, and experience necessary to qualify for those jobs.

Job offers give you a real value of your worth

After comparing the qualifications in want ads, the best way to assess your market value is to send out your resume to prospective employers. If they want to interview you and then give you a valid job offer, that offer is a real assessment of your value. You don't have to take the job offers, but do use them to assess your value.

A Little Security in an Un-Secure World

Keep those job offers coming by signing up on Monster.com or hotjobs.com. This strategy will give you a realistic timeframe for finding another job and a good estimate of what that job would pay. The technique is a good security blanket to reduce the fear of being laid off or fired.

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#4 BUILD YOUR FOUNDATION ON THE LEADERSHIP PYRAMID

A person must engage in activities above what he or she is currently doing to get an increase in pay! You are going to need a starting point to build your income. You will need to build a Foundation for development to prevent losing time and good focus on your goals.

How do I get started?

The foundation is a commitment to personal development that will build your income.

The SEA-Q Formula gives you guidance on what abilities you need to have to increase your pay.

The Foundation gives you a good starting point at wherever you may be right now.

THE SEA-Q FORMULA

What is the SEA-Q Formula?

This formula is NOT about resume writing. It is about planning and goal setting according to the golden rules. Resumes tell everything about your past and present earning power according to your **Skills, Education, Accomplishments** – and what you are **qualified** to earn.

Why are resumes so tangible?

You are your own business believe it or not. You provide services for other people, which include physical work, time, ideas, and solutions for which you are compensated. A business does the same thing. A business provides you with products and services. All great businesses have plans for how they are going to serve their customers. All great leaders have plans for how they are going to serve their businesses and serve the employees and customers as well. It is all in the resume.

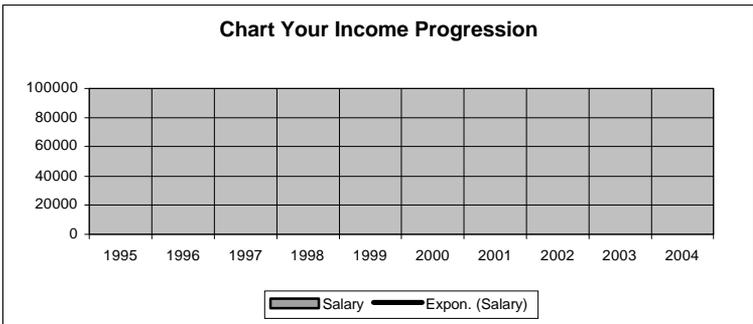
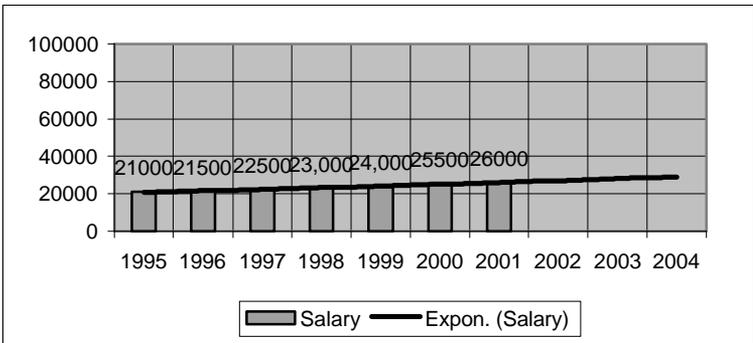
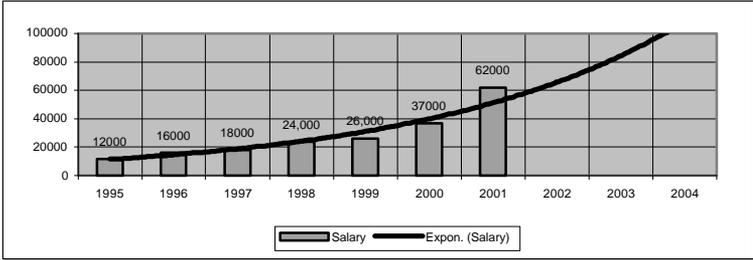
- A Business Report – For instance, a Stock report tells the Products and Service the business provides, a history of performance, the Qualified People in Charge, predictions of future performance.
- Your business plan is your resume.

Your past, present and future activities will determine the value of your personal business activity.

Predicting Your Future

The SEA-Q Formula can predict your future earning power by your progression or non-progression from your past and present. Just like the Stock Market, you can chart your yearly earnings and see how you are doing financially. Examine the Figures on the next page, and ask yourself whether your income is moving in a line or an

exponential curve? Is your income flat? Is your income going up or down? By how much?



SEA-Q SKILLS

One of the key elements to determine your income is the skills you have to offer your employer. Your future earning power depends on the skills you have now and the skills you can learn. People with skills that are in demand are the ones who get the higher earnings. The skills you should develop should depend upon your career goals. To add more security to your future earning power, it's important to look at the skills that will be useful in advancing that earning power. Here are a list of skills that are in demand.

Problem-Solving

The problems we face in our every day lives are often difficult to solve. People who can identify problems, find solutions and make effective decisions are in high demand in Management, Consulting, Executive Administration, Science, Medicine and Engineering.

Organizational Leadership

All companies are faced with a need to change to keep up with today's global marketplace. Often, the success of a company depends on how well its leaders can plan, get people to work together, and implement a new strategy. It is the job of the Manager-Leader to bring about cultural change in the organization to meet the needs of the company and its employees.

Computer Systems and Programming

The future of business lies in a fully integrated management system between the leaders and all other elements of the business. The Computer systems and programs will be the cornerstone of communication for companies in the future. Understanding how to program and deploy systems can dramatically increase your employment value. The computer languages most in demand today include C++, Java, HTML, Visual Basic, Unix and SQL Server.

Information Management

Now that business has fancy programs and systems to communicate with, who is going to manage them? Information is a

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key business tool in the current economy. A Systems manager is in high demand to maintain and prevent the loss of the most critical parts of the company's communication systems. Systems analysts, information technologists, database administrators, and telecommunication engineers are definitely needed to manage information systems.

Training and Development

"Education and training are required throughout the Business world." Modern Business will require more training to stay competitive. There will continue to be a demand for people with teaching and training skills in the fields of education, social services, management, consulting, and commerce.

The Global Language of Business

Today's market place is global. English is preferred, but not spoken by everyone. To take advantage of emerging opportunities overseas, businesses will need people who can communicate with foreign business. The ability to speak a foreign language will be in high demand. Today's hot languages include Russian, Japanese, Chinese, and German.

Advanced Technology

Technological advances are happening so quickly most people cannot keep up. The truly fantastic innovations come from our "Brainy" Scientists, Engineers and Doctors. Brilliant minds skilled in the sciences, mathematics, engineering, telecommunications, and aerospace continually require people with advanced technical skills to meet the challenges of these fields.

Money Management

Playing with money in the markets is one of America's newest pastimes. With the advances in the Internet, we can make trades like Warren Buffet at home and watch our dollars grow or go. For those investors who are a little more serious, it is critical to plan carefully to ensure a comfortable life and secure retirement. Investment

brokers and security officers, retirement planners, accountants and CPAs are in continual demand.

Business Management

The people who make the world work are businessmen and women of the world who make sure we have the ability to Pursue Life, Liberty and Happiness. Those who know how to run a successful company have the ability to manage people, systems, resources and finances. Management is truly the one occupation that has no limits on income and is in highest demand.

SEA-Q EDUCATION

Knowledge is the Key to Business Success

In the past, the word *Business* made you think about buildings, equipment, people, products, and services. Today a company is known by its *innovations and knowledge technologies*. Employee knowledge about industries, economies, markets, customers, technologies, processes, quality, behavior, leadership, management, and communication are key to making a business successful. You can learn new skills to add to the success of your business through education and training. But, before you invest thousands of dollars and hundreds of hours on education and training, be sure the result will add revenue to your personal income.

Importance of Learning.

Let your boss know how important education and training is to you. Place education right up there with salary, health coverage, and retirement. Insist that the company support the development of employees because of future trends of the marketplace. Leaders should send a message that if the employees in the business are not growing, neither is the business.

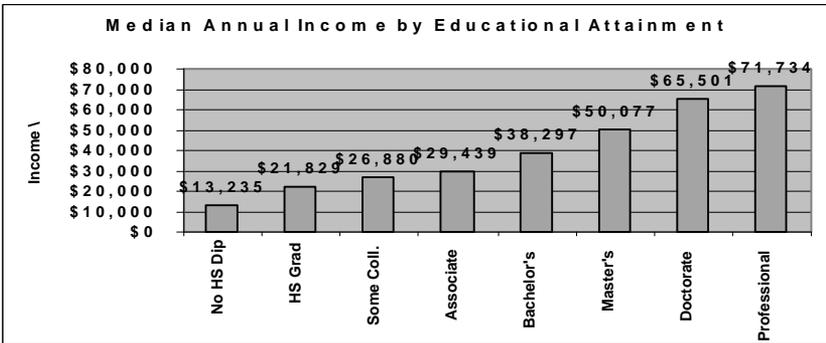
Be accountable for what you learn.

The Business of America is Business, and training is an investment, just like a new building and new equipment. If your company provides you with training, you must be accountable for what that training brings to the business. At the end of training, you should write an action plan detailing what you will accomplish with your new knowledge when you return to your job. Part of your strategy should be to meet with your boss to describe your plan and enlist support in carrying out the plan. Each plan should include a commitment to at least one accomplishment that will be measurable and advance the organization.

Here are examples of education and training that would increase your value to employers.

Collage- Bachelors, Masters and Doctoral Degrees, Specialize in your Occupation or Industry. Remember, business backgrounds are always a plus.

Business has been the most popular field of training beyond high school. In 1996, 7.5 million people held bachelor's degrees in business and earned an average of \$3,962 monthly. An additional 1.9 million had MBAs or other advanced degrees in business. The average monthly earnings of people with master's degrees in business was \$5,579, **U.S. Census Bureau Reports**



Occupational Certifications- Accountants-CPA; Medical-RN; Purchasing-CPM, etc, etc.

In today's world, employment competition is a fact of life, and the need for skills in your position is a major concern for many companies. Certification verifies that you are proficient in your profession. An accredited body can attest to the fact that you have the knowledge for which the employer is looking. It takes the guesswork out of the process of evaluating whether or not a person has the ability to do what is asked. "Certification is an investment in your career and in the future of your employer." Just make sure the certificate comes from a reliable source, not a fly-by-night outfit.

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ASQ Certifications- Inspector, Technician, Engineer, Auditor, Manager

2001 Salary Survey*

	Without ASQ Certification	With ASQ Certification	Salary Difference
Reliability Engineer	\$68,684.00	\$76,769.00	\$8,085.00
Quality Manager	\$66,058.00	\$71,163.00	\$5,105.00
Quality Engineer	\$56,180.00	\$61,544.00	\$5,364.00
Quality Auditor	\$48,800.00	\$53,830.00	\$5,030.00
Quality Technician	\$37,291.00	\$38,400.00	\$1,109.00
Software Quality Engineer	\$72,130.00	\$74,297.00	\$2,167.00
Mechanical Inspector	\$35,646.00	\$38,836.00	\$3,190.00

*ref: *Quality Progress* Salary Survey, December 2001.

Company Training – Safety, Management, Certifications, Other
Whenever your company provides free training, TAKE IT. Many people pay hundreds of dollars out of their own pockets to get what you are can be paid to learn. Training programs that cover job-related topics matter the most to your company, but you can benefit personally as well. Company training adds great details to your resume.

Continuing Professional Education- Seminars, Classes, Retreats, Conferences, Publications, Seminars, Classes, Military, etc, etc

Many training companies and associations offer a wide range of industry-specific conferences and seminars throughout the year. These are golden opportunities to network and hear how industry experts have implemented the latest ideas in your area of interest. It is a great way to find who the leaders are, pick up a few contacts, and discover Leadership Models.

Self-Learning

Learn at your own pace. There are books, college courses, and especially audio programs that can provide professional development training. Listen to tapes often. You will be surprised how quickly you can assimilate the information provided. Listening to tapes is like reading a book in fast forward. You can gain volumes of knowledge in a short amount of time, especially in your car. If you have a fifteen-minute drive to work, then you have thirty minutes of learning every day, which translates to 130 hours of fresh ideas each year that you can use at your job when you walk through the door.

SEA –Q Accomplishments

History has also taught us that success is a habit, and those with a history of success will continue to be successful. **"Success is the progressive realization of a worthy goal or ideal."** –from Earl Nightingale. History has taught us that people are happier when they are working toward goals than when they actually achieve them. A great example would be going on vacation. People are clearly excited and enthusiastic about a vacation they have been planning. Everyday for months they have a little pep in their step as take action and accomplish task to prepare for this vacation. Once they have come back they are a little down about returning, until they start planning another vacation. Something to look forward to is what drives achievement.

Accomplishments are mini-case stories of successes.

Accomplishments should be catalogued by stating the situation, relating your contribution, and communicating the end result. The accomplishments you have attained or are going to attain should give a complete picture of what your contributions can bring now and later to your current company or your next company.

Accomplishments should be Competitive

In cases where two people are interviewing for the same job and their skills and education are similar, the job will go to whoever has the better achievements. When you compile accomplishments for your resume, write them as if you were competing with someone else for a great high paying job. Think about these points:

- * What is it that makes your accomplishments so very different from others?
- * What must you do to competitively position your accomplishments to get noticed in a crowd of other people?

Accomplishments will sell your abilities to your current employer or your next employer

Accomplishments are explosive, awesome, and hard-hitting

Accomplishments present a clear picture of what you might do next

Accomplishments are vivid and expressive in their visual presentation.

Accomplishments focus on success and achievement and maybe money

Accomplishments clearly communicate your value to a company.

Sample ACCOMPLISHMENTS

ACCOMPLISHMENTS TO GET INTO THE TOP 3%

Sr. Finance Manager- Delivered \$40 million in Spend reduction and Cost Avoidance over three years

VP of Operations – Implementation of ERP system that improved information processing by 20 percent and provided a \$5 million savings

Procurement Manager – Partnered with new widget supplier to reduce product cost by 15 percent

Construction Executive- Completed 35 of 36 construction projects under budget and on time in 2000

Regional Manager- Recruited and Trained Seventeen Restaurant Managers that exceeded previous year's sales by 18 percent

Sr. Process Engineer- Redesigned a Manufacturing process to increase Productivity by 27 percent.

Executive Sales Manager- Led Design team to improve product Quality that reduced annual returns from 12 percent to 3 percent

ACCOMPLISHMENTS TO GET IN THE TOP 15%

Systems Administrator- Completed new system implementation in two months that doubled productivity

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Staff Supervisor – Controlled Restaurant Purchasing, Supplies, and Inventories

Design Engineer - Marketed design services to customers with annual design fees exceeding \$2.5 million.

Staff Writer – Conducted interviews and wrote fifty articles that were published in 2001

Legal Assistant - Coordinated Case Management and Scheduling for Criminal Law Practice for 1300 cases

Website Developer -Developed and managed a 200- page, active server commercial site, generating over 25,000 unique hits per month within three months of going live.

HR Manager -Managed all human resource activities for staff of 145 employees working in twelve departments

QUALITY EXAMPLES

- Improved product yield rate from 95.1% to 99.7% on Major Production line in year 2000
- Planned and Implemented project that increased revenue by 15 percent
- Implemented ISO 9000 quality System that retained three major customers
- Planned and Implemented TQM System that won State Quality Award
- Implemented Quality Cost reduction program that saved 20 percent on Annual Budget
- Improved Supplier Quality which improved cycle time by 50 percent

THE SEA-Q “I LOVE ME WALL”

“I Love Me Wall”

An “I Love Me Wall” is Plaques, Certificates, Degrees, Trophies, etc., that you display in your office or work area to exhibit the Skills, **Education, and Accomplishments** that **Qualify** you to do your job.

Commemorating your Contribution

A tangible reminder of your accomplishments is great to show family, friends and visitors, but it is even better to show that reminder to co-workers, superiors and potential employers. They will see that you have “the right stuff.” These are “Visible Resumes” put on the wall, so everyone can see you are a winner. Documenting proof of your accomplishments is always great for your self-esteem and confidence.

Update it Regularly

Never stop is improving your "I Love Me Wall". The Wall is part of your life development. Your co-workers, current employer, and future employer will continuously judge you by your most **recent** achievements. The more time that passes since your last achievement, the more people will question if you still have the ability to achieve.

Management and Leadership Tool

Don't wait for the scheduled performance appraisal to reward what an employee has done well. Coffee mug, Customer Satisfaction Letter, or Employee-of-the-month plaques are all motivators when proudly displayed for customers, suppliers, and coworkers. They are powerful incentives. Celebrate and recognize the employees that go the extra mile. People in the trenches rarely see their name in lights, and seeing it on a wall is the next best thing.

Carefully Crafted Memories

“I Love Me Walls” items will rekindle the spirit years after the reward has been given. Memories of happy times will help people

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get through workdays that are unbearable. Every time that someone mentions one of the items on the wall, he or she will remember the great accomplishments and try to repeat them.



My “I love Me Wall”

WE HAVE LEARNED:

The Income Pyramid

The 2000 US Income Census

We are already wealthy:
2000 US Income Census
What does everyone make?
The Golden Rules of Income Increases
Two Simple Formulas

Why the Golden Rules

What do you want to be?
How much do you want to make?
Who is making the kind of money you want to make?

#1 Go where the money is...

The Right Occupation and Activities
Everything but the right one
Three key things to remember for the first rule
Sample Occupations and Activities

#2 Help the person with the Gold,

“He who has the gold makes the rules! “
The Person with the Gold sets Value
The Easiest Pay Raise
The Next Guy Up and the Next Guy Up
The Promotion and Raise

#3 You are paid the *Exact* amount necessary to replace you!

Assessing Your Value
Job offers give you the real value of your worth
A Little Security in an Un-Secure World

#4 Build your foundation of the Leadership

Pyramid
How do I get started?

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The SEA-Q Formula

What is the SEA-Q Formula?

Why are resumes tangible?

Predicting Your Future

SEA-Q Skills

Problem solving

Organizational Leadership

Computer Systems and Programming

Information Management

Training and Development

Global Language of Business

Advanced Technology

Money Management

Business Management

SEA-Q Education

Knowledge is the Key to Business Success

Importance of Learning.

Be accountable for what you learn.

Examples of education and training

Collage-

Occupational Certifications

Company Training

Continuing Professional Education Self-Learning

SEA -Q Accomplishments

"Success is the progressive realization of a worthy goal or ideal."

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Sample Accomplishments to get into the Top 3%

Sample Accomplishments to get in the Top 15%

Quality Examples

The SEA-Q "I Love Me Wall"

The "I Love Me Wall"

Commemorating your Contribution
Update Your Wall Regularly
Management and Leadership Tools
Carefully Crafted Memories

BUILDING FOUNDATIONS

A person's Foundation is the base from which all life development activities are conducted.

The pursuit of personal and professional goals gives your life meaning. This chapter explains how building your foundation can help you turn your dreams into reality. You will see how this foundation is the framework for everything you do from this point forward. All activities are dream experiences, measurable goals, and milestones, aimed at improving the foundation you built.

The Road to Success Begins with Self-Awareness

The single most critical factor to avoid failure of the quality in your foundation is to be aware of your over-arching worthy ideal or objective. Get a firmly entrenched idea in your mind of who you want to be, and then critically analyze yourself for improvement. If you have delayed your development, it's time now to bring forward new ideas and give yourself new opportunities for success. If you have just embarked upon a new journey, then make sure what you want to be matches up with the foundation you are about to build.

If it were easy, everyone would do it

Learning new skills is difficult. It gets even harder when a person has not decided what he or she wants to be. People have a difficult time lining up what they want to be with what they are going to do. The selection of who you want to be will be the first key area and the most critical on your road to success. The ultimate goal of course is to be happy with who you are.

The Price You Pay at first is very small, compared to the higher levels of the life development process. The first major price is time and patience. It may take longer than you think to build up the skills necessary to move to the next level, and most people don't want to

wait that long. Be patient and persevere. The payoff for your efforts will be considerable, so you must have faith in yourself. Then, make time work for you instead of against you.

Dreams and Goals

Motivating Experiences

I remember a show called “Lifestyles of the Rich and Famous” which set a precedent years ago on television. The show presented a display of lavish luxuries of wealthy people around the world. This show allowed people at home living regular lives dream about visiting exotic islands, owning luxury sports cars, and residing in massive mansions. The “dream” motivated some people to search for and experience the same luxuries and accomplishments in their own lives. The motivation the show presented was their driving force for success.

Great feeling of Happiness

Not all dream experiences have to do with owning luxury items. The best ones have more to do with how a person feels – self-image. Being the first in your family to graduate from college, the feeling of financial security after getting out of debt, having money in the bank, being able to earn over \$100K a year, owning your own business, and last but not least, NOT HAVING to go to work. All these feelings are experiences that far out weigh the prices of getting them. Once you have actually lived a dream experience, then no one can ever take it away from you. Your feelings and experiences are memories you keep in your head always.

Dream Experiences

A dream experience is a pleasurable event t you have once you have become the person you want to be. It can be past present or future.

No Limits

Make a list of things you would like to experience. Place NO limitations on ability, money, time or any thing else (The one exception, you can’t hurt anyone else.) Write down anything your

heart desires. These desires will be the key motivators to achieving what you want. Do not limit your self to what is possible. Your dream list should be 100 items long and take at least an hour to write.

Organize the List

Once your dream list is complete, sort them into 5-7 categories. Possible categories can be: Business, Personal Finance, Recreation, Home, Family, and Health. So, if you have several places to visit, you would put them all under Recreation. If you want to lose weight, stop smoking and run a 10K, put those dreams under Health. If you want to send your kid to college, renew your marriage vows, and move nearer your aging parents, you would put those under Family. You may also put one dream experience under several categories. For instance, taking your family to Disney World might fall under Recreation, Family, Health, and Personal Finances.

The Big Picture

Look over your newly organized list. Now describe in one minute or less the occupation you have to have to get all there is on your list. Your description should start with what you would do to “help people” to earn enough money to do what is on your list. If you can’t think of a job, write down as many *occupations* or people who are currently doing it as you can. This process lets you generate some ideas on what your Dream Occupation should be.

Dream Occupation

A Dream Occupation is the ideal occupation that you enjoy so much you could do it for free—an occupation that you feel passionate about doing

The Fork in the Road

After selecting the occupation that works best for who you want to be and is capable of getting you your dream list, there is only one question remaining. Are you willing to do what it takes to become the best in your chosen occupation? **IF you aren’t**, you are choosing a life of mediocrity. **IF you do**, your dream experiences will be realized.

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Success begins with a choice to become the best at what you do.

Many people want to reach a certain level of achievement in life; but, often, these same people never set goals high enough to actually get what they want. Striving to be the best is only an interpretation. There are many different degrees of striving. Mediocre goals lead to mediocre achievements. Hard work, risk taking, learning, and improving skills are all essential characteristics of people that **DO** achieve all their goals and live all their dreams.

Goals List

A task or list of tasks to accomplish to attain your *desired results*

Be Practical

Your Goals List should start with what you can do right now. I remember when I was younger, I use to set outlandish goals that were big and far off into the future. Now I realize that the Great Pyramids of Egypt weren't built in a day. They were made one stone at a time, a day at a time, and one year at a time. If you follow that model, you can also build something huge that will stand the test of time.

The Difference Between Dreams and Goals

Your Dreams List focuses on possibilities while your goals list must focus on Action. Dream Experiences are ends in themselves; Goals are the means to an end. In other words, Goals are the large heavy stones of the pyramid, and the finished Pyramid is the dream experience realized. Let's say your dream is to make over \$150K a year. Before realizing that dream, it is likely that dozens of related smaller goals, such as training, accomplishments and promotions must first be achieved.

Bridging Dreams and Goals

People dream about what they want in life, but not everyone knows how to turn dreams into reality. Often dreams and goals seem too difficult, or even completely unreachable. Sometimes dreams and goals also get confused and seem the same. They are not. It may

seem there is a vast desert between where you are now and where you aspire to be. But you can build paths to your goals by building a BRIDGE of smaller accomplishments.

Dreams generally require more than a year to achieve, while a goal is something that can be accomplished or reached in a day, a week, or a month. When you set goals, prioritize, and manage your chosen time frame effectively. You will increase your ability to take the steps to reach your Goals and achieve your Dreams.

BUILDING YOUR BEST RESUME

Start Where You Are

The achievement of your dreams and goals requires accepting where you are, who you are, and what you have done already in life. Accepting where you are right now is a great place to be, because you can know exactly where you are going. You can be open to new opportunities that help you let go of the past and start working on your future.

WHY are resumes so important?

- In order to get where you are going, you must know where you are and what resources you have. Resumes are a good place to start.
- Resumes are “Self-employed” business plans that describe your value to the next company that wants to employ your services.
- They can be a measurement of value compared to similar resumes with similar earning power.
- They can be a analytic measure of comparison between where you are now and where you have been before
- Writing an accomplished, good-looking resume can do wonders for your self- esteem and add thousands of dollars to your annual salary.

Book Stores have huge selections on career development. Selections include sample resumes, interviewing techniques, and how-to find success at your new job. Add some of these books to your Success Library.

Selling Your Next Position

Your resume is a document designed to sell you into your next position, not to give a history of the positions you have had. You want to take your past accomplishments and leverage them to obtain what you want to do in the future.

This goal makes it difficult to determine what to put on your resume. Your resume is one the most critical keys to earning more money. This is not a document you “whip up” as a resume wizard. It is a sales document. It should take days or even weeks to get the right ideas down on your resume.

Where to begin with a good resume...

Start with the web. If you don't have a computer or access to the web, go to your local library and get online there. If you have trouble formatting your resume, I recommend Monster.com or MSN Career Central.

There is really no-good standard outline or template, but these two websites are a good start. You can quickly gather critical information to use. All you need to do is answer the questions and fill in the blanks, and your building blocks for your resume will be complete. Use the Resume Guidelines below to help.

Resume Guidelines

Step 1 Categorize – Identify your business or career field

Using your dream occupation, look up other people's resumes posted on the web in career categories that are the same or Similar to your dream Occupation. Pay special attention to their SEA-Q attributes and the steps it took to get where they are today.

Step 2 Follow the Leader - Identify Key Skills, Education and Accomplishments

Look for accomplishments you have that are similar to those you find on the resumes of others. You can then add those to your own resume.

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Step 3 Use the SEA-Q Formula

Use the SEQ-Q Examples to write about your Skills, Education and Accomplishments
(See example below)

Vice President of Quality

QUALIFICATION HIGHLIGHTS

Member of 12-person Executive Management Team leading one of the most profitable **business** of a worldwide leader in **Electronics Manufacturing**. Delivered double-digit gains in product quality and productivity through combined expertise in:

SKILLS

- QA Planning & Organizational Leadership
- Process Design & Automation
- Productivity, Efficiency & Yield Improvement
- Project Planning, Budgeting & Leadership
- Budgeting & Resource Allocation
- Management & Leadership Training
- Presentations and Public Speaking**
- Cross-Functional Team Leadership
- Supplier Quality Assurance
- Author and Publisher**

EDUCATION

Bachelor of Science in Quality Management

5/2003 University of Phoenix Online, Phoenix AZ

ACCOMPLISHMENTS

· Implemented ISO 9001:2000 and obtained registration to retain 3 contracts which accounted for 75% of company revenue. Through ISO 9001 implementation, process improvements and cost savings programs gross profit margins increased by 248% at the end of the 2001 physical year.

· Author of “Win-Win Leadership”, A business book on how Manager’s and Employees can add value to their personal income, and add value to their business at the same time by growing together.

· Selected to the “Who’s Who in America 2003” for work in Quality and being an author and public Speaker.

OBJECTIVE

Obtain a **Executive** position to implement ISO 9001:2000 and contribute to a growing organization by developing key people in the company’s critical success areas; and develop and implement quality objectives that satisfy the customers and company’s needs and expectations.

MISSION STATEMENT

My mission is to help as many people as possible to reach their potential to be extraordinary professionals and having fun while doing it. “The foundation for all business and quality activities is developing productive people, because without them, nothing happens.”

Step 4 Review Your Resume –

Ask your peers for advice and suggestions for improvements.

You may be surprised to find that recommendations made by your friends and coworkers can add details to your resume that can really help. Their views of you are from a different perspective and may suggest accomplishments you forgot or never thought were worthwhile.

Resume Length

Keep in mind that the old ways of the ‘one page’ resume are over. The “one pagers” are for employers who screen hundreds of similar resumes to sort out who is qualified and who is not. If you want to move up to the top 3 percent quickly, write your resume with some professional style. The ideal resume should be two to four pages that describe the person you are and what you can do to a ‘T.’ Don’t worry if you can’t fill up the pages; the next section will explain how you can add more of “the right stuff” to your resume.

FUTURE RESUME

The Future Belongs to the Prepared

The stagnant professionals of yesterday don't fare too well in the dynamic economic, social, political, and business climate of today. Your future needs to be planned and reviewed regularly. Next, you'll find tips, techniques, and guidelines about doing just that. You'll learn how to use your future resume to formulate a strategic plan to meet all the challenges ahead of you.

Future Resume

A Future Resume is a resume created based on your current resume with **new** Skills, Education, and Accomplishments that apply to your dream occupation. The new SEA-Q items become your goals for the future.

A Visual Picture of who you will be

The really cool thing about a future resume is it can give you a clear picture of who you will be once you turn those future SEA-Q attributes into reality. You will look over your future resume, and say, "I can do that". Then all those Dream Experiences on your list will begin to be more real to you.

Position Yourself for the Future

If you are going to the top, you have to do more than simply make sure your career goes right today. You're also responsible for making sure that what you do today will create the future you want tomorrow. Unfortunately, most people are so busy with their day-to-day struggles they never have time to think about where they want to be. They worry too much about where they are. If you don't make a plan to put yourself on top, how else are you going to get there?

Top Workers Always Rise to the Top.

Successful people work long hours to make it to the top. I have not seen anyone accomplish anything of significance working only a traditional forty-hour week. It takes a lot of time to accomplish a critical goal or finish an important project. Working long hours is not about giving your employers free hours if you are on salary; it is about succeeding where others fail. The most educated and skilled people in the work force choose to work longer hours because they are focused on tasks that will add value to their resume. Their current employers may or may not reward them for their efforts, but I guarantee you that the next employers will pay these achievers well, both in money and position.

Stay ahead of the curve

How are the job markets changing? What's happening with the economies around the world that will drastically change what you do and how you do it? I was once told that LUCK is when opportunity meets preparedness. Was Microsoft *lucky* when the PC market boomed in the 90's, or were they *prepared*? The future belongs to the "Boy Scouts" because they are always prepared.

Turn setbacks into opportunities

Lester C. Thurow, a professor of economics and management at the Massachusetts Institute of Technology once said that, "A competitive world has two possibilities for you. You can lose. Or, if you want to win, you can change." Prepare your dreams, goals and occupation for the reality of change. You can't control what happens around you, but you can control how you react to it. You can turn setback into opportunities. View an opportunity as an adventure, not a threat. Your reaction to change or crisis will have a major impact on your degree of success.

Keep your achievements recent and frequent.

One of the key elements of the life development process never stops is improving your resume. Whatever you have accomplished or done in the past is irrelevant unless it was done recently. If you have a Harvard MBA from 1973, and that is it, it certainly won't measure

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up to a college dropout (like Bill Gates) computer genius that has opened four successful businesses from 1997 to 2001. Which would you rather have running your business? Yeah! Me too!

The same goes for you. Your co-workers, current employer, and your future employer will continuously judge you by your most recent achievements. The more time that passes since your last achievement, the more people begin to question if you still have the ability to achieve.

Fight the Complacency of Success.

Once you have achieved a significant goal, don't stop! Success is a barrier to change. When things are going well, there's no motivation to make things better. The golden rule for growth states, "if you're not growing, you're dying." Keep success going, because once you have stopped succeeding, it's hard to get the success ball rolling again.

LEADERSHIP MODELS

A Person to Move You

Have you ever been in the presence of a person who uplifted, inspired and motivated you to do great things? Most of us have sometime in our lives.

Follow the Leader

A Leader serving as a model was approached by an eager young man with this question: "What does it take to become a leader in this company?" The leader replied, "Think like a leader, talk like a leader, and act like a leader." Don't be misled by this simple message. It is the best answer a true leader can give. You must feel, look, and act like a leader in your mind before you can turn your dream into reality. If you cannot picture yourself leader, then find a leader who is leading, and follow his or her lead. Do what the leader does, talk like the leader talks, thinks like the leader thinks and soon you will be doing, thinking, and talking like a leader yourself.

Study Winners

As you begin to grow into the person you want to be, you begin to be compared to the people who came before you. By studying the victories and defeats of successful people, you learn about their challenges, their criticisms, and what problems they had to overcome. If success were easy, everyone would succeed. This is the reason so few people reach the top 3 percent.

The Unique Leadership Model

Leadership Model describes a person or people that have attributes like speaking, leading, or managing that should be duplicated into one's own attributes. Since you are only taking one attribute at a time from different people, you will never be exactly like someone else. As a matter of fact, the different combinations of attributes, which you acquire, will make you a very unique person.

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You can speak like JFK, have the business mind of Jack Welch, and the Leadership skills of Abraham Lincoln. You can become a powerful and unique leader by taking attributes from other powerful and unique leaders and making them your own.

Modeling for New Skills

Each time you want to learn a new skill, think of a person who already has the skills you desire. If you begin to model their characteristics with that skill, you will learn the skill. It will be easy to remember and duplicate whenever you use it. Models don't have to be perfect; they just need to have a basis.

Choosing a Mentor.

Mentors are like models, except they are people who have close bonds to the people they are mentoring. Mentors have a responsibility to show their protégés the possibility of achievement, to describe the price they will pay, and tell them about realizing their dreams and goals. Mentors help people think for themselves. They don't have all the answers, but they do guide people in the right direction. Choose your mentors carefully by making sure that they have the personal success, ethics, and philosophy you desire.

Finding a Good Mentor.

A good mentor can be found in people you know who have the success you desire. Mentors can advance your career and enhance your skills faster than you can on your own. In addition, mentors can teach you things that aren't written in books. Most people learn lessons the hard way through experiencing a hardship or defeat. Sidestepping these landmines will get you to the top much faster.

Models can set the tone of how you live your life

One of my favorite heroes is Michael Jordan. He is a true champion's champion. He describes his success in life as continuously challenging himself to be better. When he was younger, he wanted to beat his older brother at basketball. When he didn't make the varsity team in his sophomore year in high school, he challenged himself to become a starter the next year. Then he

challenged himself to become a starter in college. Next, he focused on winning a National Championship. In the NBA, he challenged himself to be named Rookie of the Year and then to lead the NBA in scoring. After that, it became his goal to make the playoffs.

Michael Jordan is a Model of Challenge

Perhaps the biggest challenge Jordan ever undertook was winning an NBA world title. That didn't happen until he challenged his team and his coach to work as hard as he did and perform at his level. Three championships later, it seemed that he had achieved all he could, and he retired. But for Michael Jordan, retirement was short lived. His next challenge was to make an electrifying comeback. After three more championships, he retired again. He became a team owner and later a player on his own team. He felt he still had new challenges to overcome. Success for MJ is all about the challenge.

Michael Jordan – *It is not hard to push yourself along the way. It is what you got left in you for the finish...*

The IDEA of becoming a better person

The most important duty of a mentor is to inspire and motivate people to be more than they are. In all of human history, great leaders point to something or someone who persuaded them to be better than they currently were. With this motivation, such leaders built empires, created new innovations and usually a better world. It all starts with a single person communicating to another person the IDEA of becoming a better person.

My first Great Mentor, Mrs. Finklea

For me, my mentor was a teacher. At the end of my junior year in high school, I was a pretty SMART guy. Getting ready for my senior year, I had signed up for calculus, college level physics, chemistry, and government. My career goal was to be a nuclear engineer in the Navy. Everything was going great until I walked by the college level English desk. **My life changed forever.** Mrs. Finklea, the advanced English teacher, watched me sign up for all the

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other advanced classes and then pass by her desk to sign up for the easiest senior English class the school was offering.

She Asked Why?

“Why did you sign up for all those other advanced classes and not mine?” she asked me. I said that I was terrible at English. “I speak well, but my writing is terrible. I hate to read because it is tiring, and I never have the time to complete long novels.” As a matter of fact, the longest book I had ever read was only 50 pages long. For thing longer, I bought Cliff Notes. Mrs. Finklea stood up, walked toward me, grabbed the sign-up sheet for classes, and quickly wrote her advanced English class on my schedule—in INK. I was floored! I was also a bit scared.

You will only fail, if you don’t try

“Look, Lady. Don’t do this! I will fail...” I stammered. She told me, “You will only fail, if you don’t try.” For the rest of the afternoon, I pleaded with her to let me out of the class. (In my school, only the teacher or the principal could let you drop a class once it had been assigned.) Over summer break, she made me read five books—the most I had ever read at that time. Over the course of my senior year, I read some of the best literature in the world, including Hamlet, which helped me deal with the pressures of being a teenager. Dozens of other books later, reading has helped me shape the course of my life, but I give credit to Mrs. Finklea for challenging me to become more than I was at that time. I learned from Mrs. Finklea’s example that **I would only fail if I didn’t try**. A world of thanks Mrs. Finklea. I am passing your message on to others who want to succeed.

Michel de Montaigne – *Some defeats are more triumphant than victories.*

SUCCESS LIBRARY

The Success Library leads to Success

The Success Library is a simple strategy for lifelong success that can make you rich. Invest your money into your mind and a library, and the payoff can literally be limitless. We live in a society where the money you make is based on the value you bring to that society. As you increase your ability to contribute value, the money you earn will increase as well.

Financial success comes from value creation.

You create value with the work you do. Your value is created by your contribution to the products and/or services you offer to others. The more value you add, the greater your own personal value will be and the higher your income will become.

Adding more Value

To improve our value, we must look for ways to help our company increase revenue, cut costs, increase productivity, and improve quality for customers. This endeavor is where your success library will add new knowledge and skills to help you. If you spend time and money improving your skills and abilities, you will be one of the most competent and highest paid people in America.

A Well Stocked Library

Nowadays libraries, books stores and the Internet have limitless volumes of information. Like I said early earlier:

“Life is not a “Pop Quiz”; it is an “Open Book” test. You need to know where to find the answer, and make sure you have enough material to cover the whole subject.”

A well-stocked library is how you make sure you have enough materials to answer any questions life may throw at you.

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Some of my favorites:

Brian Tracy- “The Psychology of Achievement”, “The Luck Factor”, “Effective Manager Series”

Michael Gerber – “The E-Myth Revisited”, “The E-Myth Manager”

Anthony Robbins – “Unlimited Power”

Dr John Gray – “Men are From Mars, Women are from Venus”

Dale Carnegie – “How to win friends and Influence People”

Napoleon Hill – “Think and Grow Rich”

Ken Blanchard – “The One Minute Manager”

Spencer Johnson – “Who Moved My Cheese”

George Clason – “The Richest Man in Babylon”

One thing that is abundantly clear about becoming a leader is that all leaders have lots of books and know what’s in them. The question is, “Did the leaders get the books (knowledge) before they became leaders or afterwards?” The answer is clear. If you are to achieve your goals, you will need to build yourself a solid library of knowledge in your field of interest.

Cicero— *A room without books is like a body without a soul.*

As you develop your mind, it will become more and more hungry for knowledge so you can succeed... FEED IT!!!

Pre-planning and organizing your success library

Make a clear list of what knowledge is needed to reach your goals: Careful selection and active acquisition of materials is a hallmark of successful leaders.

Decide which books to start your library:

Best sellers, classics, famous authors, industry experts, and recommendations from leaders. Determine how much they cost. Ask whether the book is available in paperback.

Figure out the logistics:

How much is the total cost? How long will it take to read and assimilate the information? Which book will have the most impact?

Choosing the books:

Choosing a book to read is one of the hardest, most enjoyable, frustrating and important activities you will encounter. Sometimes you will read to learn a philosophy or a set of beliefs. You will read other books strictly for ideas or personal experiences. I have personally paid \$50 for a 500-page book for one idea on one page. The idea itself was worth thousands of dollars. When you start, you will be looking for thoughts and beliefs that you can use to build on your own philosophies and beliefs. As you progress, you will have a better idea of which authors support and augment your beliefs and help you accomplish your goals.

What makes a book good to read?

People often ask what qualities make a book a good candidate for my library. Probably the most important criteria are that the book be well written, contain interesting topics, and provide help in achieving my goals. The author must move me to action, action that makes sense in light of my over-all life outlook and philosophy. The text of these books should be highlighted and read more than once. Each time you read such books, you will learn something new.

Reading critically

The very best books for you are those that are relevant to your personal experience. These books will provide insight that helps you and have truth in their ideas and concepts. Searching for, identifying, and internalizing these truths deepens the reader's appreciation of the book. Asking rhetorical questions, reading carefully, imagining yourself using the information, analyzing outcomes, and searching for personal meaning in the book enhances the book's value for you and increases your over-all ability to reach your goals.

Make notes and mark pages as you go

Reading for information—whether beliefs, philosophies or ideas—is different from reading purely for pleasure. Highlight passages to refer back to and make notes on important points. Making notes as you go slows down your reading, but it saves you time when you are searching for the important ideas later. Writing notes helps you internalize the messages and makes the book permanently yours.

Value in Tape Series

The greatest value for you will depend on what tapes series you buy and how many of insights and guidelines you choose to adopt as your way of thinking and acting. You will be smart to listen to each tape several times. Again, don't borrow them from the library or a friend and expect to retain important information from these cassettes by listening to them just once. Buy them, and add them to your success library. Even the most intelligent, thoughtful leaders need to hear tapes several times to internalize all the ideas. Each time you feel you are be getting off your dream track, repeated listening can ignite new ideas that will apply to your current problems and goals. [Note: Audio collections can be expensive. Start by checking with your local library for tapes or setting up an exchange of tapes with friends and associates in organizations to which you belong. It will save money in the long run if the tapes turn out not to be what you need.

WE HAVE LEARNED:

Building Foundations

A person's Foundation is the base from which all life development activities are conducted.

The Road to Success Begins with Self-Awareness

If it were Easy, Everyone would do it

The Price You Pay

Dreams and Goals

Great feeling of Happiness

No Limits

Organize the List

The Big Picture

The Fork in the Road

Success begins with a choice to become the best at what you do.

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Turn set backs into opportunities
Keep your achievements recent and frequent.
Fight the complacency of success.

Leadership Models

A person to move you
Follow the Leader
Study the Winners
The Unique Leadership Models
Modeling for New Skills
Choosing a Mentor.
Finding a Good Mentor.
Models can set the tone of how you live your life
Michael Jordan is a Model for Challenge
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What makes a book good to read?
Reading critically
Make notes and mark pages as you go Value in Tape Series

LEADING TO THE TOP

By Melvin Simpson

This is the story of John Smith who uses the “Win-Win Leadership” strategies to build his Foundation and boost his income from \$7 an hour to over \$100,000 a year.

John is an inspector for a major electronics manufacturer. Unhappy making seven dollars an hour, he approaches his manager, Mark, to ask for a raise to nine dollars an hour.

John explains, “Mark, I come to work every day, on time. I always do what I am told. I have no personality conflicts with any of my co-workers, and I really need this raise to repair my truck. In six months’ time, I’d like to take my family to Six Flags.”

Mark compromises and gives him a fifty-cent per hour raise, telling him about the *Golden Rules of Salary Increases* from a new book he is reading, Win-Win Leadership.

Mark tells his employee, “John, if you really want to earn nine dollars an hour, get a copy of this book. Read the book, especially the section, *Leading to the Top*. We will talk again on Monday.”

John follows Mark’s advice. When John returns from the weekend, he is energized. “I was in the lowest income bracket for working income earners,” he reports, surprised. “That fifty-cent raise barely puts me in the Technician bracket. I found it very difficult to believe that 85 percent of earners make less than \$50,000 a year. I would like to move up on the development pyramid that’s mentioned in the book. The book says that in order to increase my pay, I need to follow the Golden Rules and then develop my Foundation List.”

GOLDEN RULES

“The first rule is to Go Where the Money is...” says John, “It means do the right activities at the *right* job.”

“Exactly!” Mark responds. “Many people are trying to make money in occupations that have a history of not paying very much. I know a person working as a cook who wants to make \$50,000 a year. I asked him, ‘Who at your current job is making that kind of money?’ The guy replied, ‘Only the General Manager.’ I told him ‘that’s where the money is...’ He can be the best cook in the restaurant, and still not make as much as the General Manager. He should engage in activities to help the General Manager, so that he could become a manager also if he wants to make \$50,000 a year.”

John says “That leads to the second rule, Help the person with the gold. The General Manager is also the one who sets his salary. The more he helps the General Manager, the more successful the General Manager becomes, and the cook becomes more of a manager himself, thereby increasing his own income.”

“John you are sharp.” Mark smiles. “That goes into the third rule; You are paid the EXACT necessary amount to replace you! When the cook starts to attain skills and abilities to help the General Manager with his objectives, he becomes more difficult to replace and a more valuable employee to the General Manager or any manager of a restaurant. He permanently becomes more valuable to any employers in the future.”

“I want to start with the fourth rule, Build your Foundation of the Leadership Pyramid.” John replies eagerly.

“I glad you are starting this wonderful journey,” Mark responds. “Go ahead and complete your foundation list. I will go over it with you when you are done. There is a screensaver on www.leadingtothetop.com that will help you complete this list.

You'll have it in front of you on your monitor. Go ahead and download it to help you get started”

DREAMS AND GOALS

John finishes the Foundation List, and the following week he goes to Mark's office. "Mark," he says. "Here is my list of dream and goals. What do you think?"

"Wow. You have written some big dreams and set some challenging goals," Mark says, studying the list.

"That's what it's all about—the Challenge," John replies emphatically.

"That's true," Mark laughs. "The cool thing about writing down Dream Experiences is that they can never be wrong. Whatever your heart desires, just write it down and it becomes a part of you. I see your top 3 are..."

Dream Experiences

- 1 Taking my family to Six Flags
- 2 Buying and driving a new Explorer
- 3 Moving into a beautiful new home

"...And the occupation you want is Quality Manager" Mark reads on.

"All that is a great start, but now we need to look more closely at your goals list and prioritize.

Goals

- 1 Increase my income and work less
- 2 Become a CQT and CMI
- 3 Receive three Job Offers

The discussion continues something like this: Let's take these two for example, increasing your income and working less. First of all, they are not exactly SEA-Q goals that you can add to your

resume. Second, you want to increase your income, but also want to work less. Well, the best thing you can do to increase your income right now is to work overtime, so your goal to work less needs to get moved to a long-range position on your list. Now, you cannot take two certification exams at once, so we need to decide which one will add more money to your pocket more quickly. Probably the Certified Quality Technician. That CQT certification will be yours for life.”

“That is a good idea,” John nods. “I can take the exam in March, and you promised me a merit raise in April if I pass. That raise can help me take my family to Six Flags by July. Mark, you didn’t say anything about my goal of three job offers...”

“All right. Let’s take a look at that one too. Sure, it is possible for you to find another job right now that might pay you more, but only a little more. I am offering you an opportunity to increase your skills, so you can qualify for a much more significant kind of raise. So, after you’ve finished the certifications, we’ll take another look at that goal. At this point, I think we should move on to your resume...”

CURRENT RESUME

“This is a great start!” Mark says, looking at John’s resume. “Being able to pinpoint where you are and where you are going is critical. We need to restructure your resume so that your SEA-Q stuff stands out on the first page.”

Mark pauses for a moment before he continues. "In a few months I will open a new position for a Quality Technician to aide the engineering department. It would be a good idea for you to volunteer to help engineering on any of the issues they are currently dealing with. Then you’ll be able to add some ‘Accomplishments’ and your CQT certification to your resume. Helping me improve the inspection department will help you move up the income pyramid too. Being able to add all these things to your resume will qualify you for a \$25,000 a year Technician position. I would rather not have to go outside to find a technician.” Mark looks John in the eye. "It’s important to have measurable accomplishments to add to your future resume. Qualifications alone don’t have the substance that an actual performance measure accomplishment can provide."

“Considering what we have talked about today,” John says, standing up. “Let me go home and edit both resumes. I’ll be back tomorrow.”

FUTURE RESUME

“Feast your eyes upon these!” John says the following day.

“You are taking this project really seriously, aren’t you?” Mark replies.

“I have to,” John responds. “I really want a new truck, and my wife has been bugging me about Six Flags.”

Mark examines the resumes, “I see you have highlighted the first page of your resume with your SEA-Q attributes and used the SEA-Q goals to add to your future resume.”

“Well, if you follow through on all these new things on your future resume, I will have no choice but to give you the promotion to the Quality Technician Position,” Mark pauses for a moment and looks at John seriously. “Even though I am excited about these goals you have set for yourself, I must now play devil’s advocate. Do you know what it means when I say, ‘I am from Missouri’?”

“Show me?” John asks.

“Right!” Mark grins. “So, what makes you believe that you will be able to accomplish all this in six months?”

John smiles. “I have been examining resumes of other Quality Managers and looked carefully at the time frames in which they accomplished some of the things that I want to do. If they can do it, so can I. I just have to follow my Leadership Models – these Quality Managers.”

LEADERSHIP MODELS

“I liked doing the leadership model exercises,” John indicates as he hands Mark his list of models. “I guess everybody wants to be like their heroes. I know I do.”

Leadership Models

- 1 Michael Jordan
- 2 John F Kennedy
- 3 Philips Crosby

“Well, before you go out win a NBA Championship or run for President, let’s focus on models closer to home.” Mark laughs as he reads John’s list. “It is important to have leaders that you can see and talk to on a regular basis. They don’t have to be perfect, just be where you want to go. Larry Franks from Quality Engineering would be a good model. He is the Senior Engineer with many years of experience, and he makes \$85,000 a year. He is a great leader who will help you develop professionally. Following his path could really lead you to your own success.”

John sits back in his chair. “You have certainly given me a lot of good advice, Mark. And you are genuine about wanting to help me. Can I add you to the list?”

“I thought you’d never ask,” Mark smiles. “Let me see your Success Library.”

SUCCESS LIBRARY

“This list is awesome, why did you select all these wonderful titles?” Mark asks. He is enthusiastic about the list.

Success Library

- 1 *Think and Grow Rich*- Napoleon Hill
- 2 *How to Win Friends and Influence People* –Dale Carnegie
- 3 *The Seven Habits of Highly Successful People*- Steven Covey

“I got most of them from the bestsellers’ list, plus I looked at the library of books that you have behind you. Finally Win-Win Leadership gives a lot of good recommendations”

“How do you feel after reading through some of these materials?” Mark asks.

“My Success Library is fantastic! I have already begun buying books and listening to tapes. These materials are starting to make me see that I can do anything. My mind is already filling with new ideas. In fact, the goals I have already set are small potatoes compared to what I will do in the future.”

Rising up, Mark shakes John’s hand. “I am scheduling your review for six months from now. Good luck. I know you can do what it takes to achieve your goals.”

ORGANIZE YOUR WORK

“First of all, John, I want to congratulate you on all of your achievements,” Mark says six months later. “You set some lofty goals and achieved every one of them. The Quality Engineering Department has asked that you join them permanently to preside over an improvement project to reduce defects and increase productivity. They want you to oversee five production lines that are only passing 91 percent of the company’s product and are 40 percent over budget.

If you take the position, you will be reporting to Larry directly, and you will receive a raise to \$35,000 a year. I will hate to lose you, but I think you’ll agree that this is the opportunity you have been looking for...”

Pleased, but also hesitant, John sighs. “Those five production lines are filled with people who have been here for years. I’m not sure they will listen to anyone—especially someone as young me.” He shakes his head, thinking further. “Plus, the objectives my new managers want me to achieve are very difficult.”

“Oh, come on, John,” Mark smiles, knowingly. “If it were easy, everyone would do it. Do you think Larry would have requested you if he thought you could not do the job? Just work on the problems one at a time, one day at a time.” He leans forward and adds, “So—what’s your next move?”

“I need to organize my work,” John says with conviction. “I am going to define clearly what all my objectives are, then rank them in their order of importance. That way, when I get to work every day, I will have the most important objectives in mind, be ready to work on them, and e-mail Larry my activities.”

“Good,” Mark grins proudly. “The student has become a master.”

CHALLENGE AND RISK

Proudly, John leaves Mark's office, heading for Larry's. But as he waits for the elevator, he begins to think of all the ways he could fail at his new challenges as a leader. "I know I can solve the problems in the Inspection Department. I have been successful in every assignment they have thrown at me for the past six months," he says to himself.

"But this is different! It's a new department, with new managers, and five lines instead of one. Most of all, I will be dealing with over one hundred people instead of twelve. I don't think I can do this."

"What's wrong?" asks Larry, noting the uncertainty in John's face when he arrives. "Have a seat."

"Mark has just told me about this new assignment," John says as he sits. "I am glad you have faith in me, but I think your expectations of me may be a little too high."

"John, I want you to be my *GO TO* guy on this assignment. Don't worry about making dramatic improvements right away. Just go out there and give it your best shot one day at a time." Larry points to the calendar on his desk. Notes are written all over it. "Look. I know that you certainly won't do anything to make all these problems worse. Just trying to solve them will be a great learning experience." He sits back in his chair and smiles. "Remember, John. You will only fail if you don't try!"

"Right," John agrees. He proceeds to tell Larry about his ideas. He talks about his plans, the actions he could take, and the potential failures and successes each might involve. Larry supports all of John's ideas, and, as a result, John's confidence begins to grow.

Larry especially likes the idea of John e-mailing him his daily activities. "Where did you learn that?"

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“It is just a good habit I picked up from Mark,” replies John as he heads for the door.

Larry turns back to his computer. “You will be a great manager one of these days.”

EXTRA TIME

By the end of his first day on the new assignment, John is exhausted. He has just finished e-mailing Larry, cleaning off his desk, and preparing his TO DO list for the next day. As he moves to turn off his lights and walk out the door, he remembers his CQE study guide.

“I really don’t feel like studying tonight,” he says to himself. “But if I don’t, I will regret it later.

Reading books and studying materials has helped me succeed so far. I’d best not break my winning formula.” He grabs his study guide and places it in his briefcase.

“John, we never spend as much time together as we used to,” his wife says later that evening as he studies the guide. “You are making twice as much as you did last year. Why are you still working so hard?”

John puts his book down, walks over to his wife and kisses her. “I am doing all this for us. You like the new Explorer we bought and the vacation we took to Six Flags. Right? Well, now I am working on that dream home you always wanted. It is still two years away, but I haven’t set a goal yet that I haven’t achieved. The main reason that I have achieved my goals is all the extra time that I have spent working on them.”

“All right,” she sighs. “But don’t forget to enjoy the things you have done so far.”

“You’re absolutely right!” John says, realizing the soundness of her advice. “Let’s go out for dinner and talk about our dream home.” He grabs his jacket and keys. “I can study again tomorrow.”

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PEOPLE SKILLS

A week later John has implemented about half of his ideas, and he begins to see a reduction in defects—from 9% to 3%.

Tony, his lead inspector, has done a great job training all the line workers how to inspect each other's work as the units go down the line. Tony cares about his job, but sometimes he can come across as a bit too tough on quality.

Some of the line workers have started to complain about his attitude when they make mistakes. John knows that he must address the situation.

“Hey, Tony—how's it going?” John asks.

“Great,” Tony replies.

John places a reassuring hand on Tony's shoulder. “You have done an outstanding job in improving the quality of units, Tony.”

“Thanks,” Tony smiles. “I'm glad someone has noticed.”

“I need a big favor,” John looks Tony in the eye. “Can you do it?”

Tony looks down to inspect another product. “Well, that depends on what it is...”

John points at the Quality Chart. “Some of the line workers are depressed because they believe it will be impossible to reach 1 percent defects. What I need is a person who can lift their spirits and make them believe they can. The team needs a positive, outgoing leader to help them reach their goals—a person who uses a pleasant tone of voice, compliments the good things they do, offers words of encouragement when they make mistakes, and who is always wearing a smile. Tony, can you be that person?”

Tony takes a long look over the line and turns to John. “Yeah, I can do it. But it's going to be tough.”

“If anyone can do it, I know it will be you.” John gives Tony a pat on the shoulder. “If you need help, you know where to find me.” Walking away, John finds himself thinking, “*That was easier than I thought. All that extra reading on people skills is really starting to pay off.*”

PROJECT MANAGEMENT

“Hey, Mark—how are you doing?” John asks his friend one year later.

“John, I’m glad you called! It’s great to hear from you. I ‘m doing great! Flooded with difficult work, of course,” says Mark, now the senior executive at another company. “But as you know, if it were easy, then everyone would do it.” With a sly, knowing tone he asks, “What can I help you with?”

In the last year, John’s efforts and increased productivity have made him the unanimous choice as Mark’s successor. He is now the New Quality Manager, at a lofty \$60,000 a year. John now has more responsibilities than Mark ever had, and under the new Vice-President of Operations, he has been assigned to get the Company’s oldest plant ISO 9001 certified. John would be the fourth manager to try. Three managers before him have all failed. Mark never had responsibility over this particular plant while he was manager.

“Well, they have asked me to get Plant #1 certified,” John replies. “I’d like to know what you think.”

“That’s good,” Mark responds. “I tried to get my hands on that plant ever since I got there, and now you have the opportunity that I never got.”

“Three guys failed,” John says with reluctance. “What’s the story?”

“They tried to do everything themselves. They didn’t want help and had very poor project plans.” It is hard to miss the annoyance in Mark’s tone. “Had I been overseeing that facility, I probably would have assigned you to complete the project.”

“Me?” John interjects, surprised.

“Yeah, you. It would have been perfect,” Mark adds, with confidence. “We would have sat down together and drawn up a

project plan. I would have assigned you and a couple of my other key people to the job, and we would have finished it in no time.”

“You’re right, Mark.” The light bulb goes on in John’s head. “I’ve got Tony. We’ve been working on his Leadership Pyramid, and I think he’s ready for a big project like this.” He pauses, a plan beginning to take form in his mind. “Thanks, Mark. It’s always good to talk to you.”

Amused, Mark signs off. “John, I’ve got to go. One of my new employees is waiting to ask for a raise.”

John laughs. “Be sure to assign the section, *Leading to the Top!*”

DRESS AND SPEECH

“Every time you say you need a favor,” Tony says as he walks into John’s office, smiling but clearly a bit nervous, “it is usually some monumental challenge that you think only I can do.”

“Well, you’ve got me there, Tony. I do have a corporate Mt. Everest for you to climb.” John looks Tony in the eye. “The new VP has asked me to get Plant #1 certified. I need to send my best man on my toughest project.

You will end up with a raise to \$40,000 a year as the New Quality Superintendent, but there is one thing to consider.”

“What’s that?” Tony asks eagerly as he sits back in his chair.

“Well, you certainly have all the skills necessary to complete the project, but your success in this situation will rely heavily on how people perceive you,” John explains. “And that means that we need to do some work on your appearance.

Puzzled, Tony asks, “How do you mean?”

“On a project like this, you will need to command the respect of people both above and below you in the organization. Look, Tony. I know you’re comfortable in jeans and T-shirts, and hanging out with your co-workers, and that’s great. But in order to get people to buy into your ideas right from the start, you will need to dress and talk like a senior executive. You need to let people know that you have what it takes to get the job done. The first impression you make will make all the difference. It could severely hinder your efforts in completing your project if people don’t perceive you as the complete professional.”

“Are you saying that I should go out and buy a whole business wardrobe?” Tony asks.

John relaxes and leans back in his chair. “That’s a little too much at this point. Just buy a few, basic items that are classic in design, well-cut, and made to last. Take a look at what Larry, the Plant Manager for Plant #1, wears. And you can observe me, too. When you do, go shopping. Don’t forget—perception is everything.”

MEETINGS

“I wonder if I was a being a little hasty when assigning Tony to head up this project,” John worries two days later as he waits for the first all-important Plant #1 certification project meeting to get under way. “Maybe I should have taken it over and left Tony to watch over things in my plant.”

John and Tony have worked long and hard to create a project plan and prep Tony on how to best address the managers who will be attending this kick-off session.

In just minutes, they will announce their plans for Plant #1 certification. They will reveal the action plan and assign responsibilities. For John, there seems to be only one question left. *Is Tony ready?*

John lifts his coffee cup for a much-needed sip and finds it empty. Always an early bird, he has just enough time for a trip to the break room for a refill. Upon his return, it is clear that everyone has arrived and is ready to get started.

Tony is at the front table. His notes are neatly stacked, the projector is on, and he’s clearly eager to go. He is impeccably dressed—clean-shaven, with a new and stylish hair cut. There is a look of total control on his face as he takes off his jacket and straightens his tie. Clearing his throat, he opens the meeting. Introducing himself and then introducing John as his boss, he moves right to announcing the plans for certification. As he begins to lay out his current plan for the project, he hears some grumbling objections from the older managers about the difficulties inherent in the project. Tony is cool, calm and collected. He sounds like a Mercedes sales rep under pressure. Reassuring the entire staff that this plan will work, he begins to assign tasks. Each manager is given a piece of the project to tackle and is given, as well, a set of detailed instructions on what to do. He even has an assignment for John, his

boss. As each member of the group looks over his or her task, a different air begins to fill the room. Instead of grumbling, managers are asking questions. Tony fields each like a seasoned professional. He closes the meeting with uplifting remarks about teamwork and assurances that by working together the team can only succeed.

“You did an awesome job,” John says in the break room, as the two head for coffee. He pats Tony on the back.

Tony looks relieved. “You think so? Boy, I was really nervous the whole time.”

“I would never have known it,” John smiles. “And neither would anyone else. Hell, you could have told us that we were going to the moon, and we would have believed you. You were just oozing with confidence in the plan—and in yourself. That is what everyone bought, including me. I’ll admit, I was a little nervous before the meeting, but thanks to you, any doubts I had have been laid to rest—and so have everyone else’s.”

“Thanks, John,” Tony responds, relaxing at last. “It was definitely a good learning experience on perception. Nice shoes,” he adds. “Are they comfortable?”

TEAM LEADERSHIP

“Hello, John? This is Jane, the Human Resource Director for TBL— Total Business Leadership. We do contract manufacturing for some of the biggest Fortune 500 companies. We found your resume on the Internet, and we are very interested in your rapid climb to Executive Manager.”

John sits back. It’s been ten months since he and Tony went to work on the Plant #1 certification plan, and things are going well.

“We have an opening for Vice President of Project Development at \$90,000 that we think would be perfect for you,” Jane continues. “Would you be interested?”

“Well, Jane, I might be, ” John responds. “But first, I’d like some more information about the position.”

“I’ll give you all the information you need,” Jane almost giggles, “as soon as you answer a couple of questions for me. First of all, why are you looking for another job?”

“I’m not. I’m happy where I am,” John says simply. “But I keep my resume in the field for two reasons. First, I like hearing from Executive Recruiters like you who provide legitimate offers a couple times a year. The offers help me assess my current employment value. If I were to quit or be laid off, I’d like to know how long it would take me to get another job and how much my next employer would pay me. The second reason is that I am always looking for a good career opportunity where I can learn, grow, help others develop, and be successful. So far, I haven’t found an opportunity better than where I am right now.”

Jane pauses for a minute. “Your resume shows that you have extensive experience and success starting new projects. What would you say is the key to that success?”

John leans farther back in his chair and says in a relaxed tone, “My team. I have spent a lot of time selecting and developing the managers on my staff to the point where they can handle just about anything. Some of them are much better than I am in certain areas. It is up to me to point them in the right directions, but once they understand their assignments, there is no problem too big or project too difficult for them. They are winners, and I stand behind them 100 percent.”

“Can you meet with us next week for an interview? Linda, our President, and Charles, our CEO, will certainly want to talk with you.”

“I look forward to it, Jane,” John responds, sitting up and looking out his office window. A bit of a smile crosses his face.

TEAM GROWTH

In his new corporate office at TBL, John is meeting with his staff. In the past ten months, he has built a new team, which includes some of the managers from his previous company. The group is trying to adjust to the goals and objectives of this company. Their basic principles of learning and development still apply, but they need to learn new things to be as effective as they were before.

Charles, the CEO, has assigned Mike and others to be on John's new team. Mike has been with TBL since the company opened its doors, and he knows everything there is to know about the firm's internal workings. Charles and Mike are good friends who have known each other since junior high school. Mike has put in long hours and hard work to make TBL what it is today, and many of the company's executives believe that he should have been moved into John's current position. Despite his feeling of obligation to Mike for his loyalty and all that he has done for the firm in the past, Charles felt that he had to choose someone else over him for several reasons. One is that Mike's current resume is unimpressive. In the past twelve years, he hasn't pursued additional training or education. Although he can point to a series of successful smaller projects, he hasn't finished a big one. Feeling perhaps as though, if you want the job done right, you have to do it yourself, he has done just that. Mostly, he has done the work by himself. Therefore, he has never really put together a winning team.

Charles is hoping that some of John's team building and team leadership skills will rub off on Mike. Actually, he is counting on it. The company has run out of small projects that Mike can do, so if he doesn't learn to work with a team, at his current salary, he will have to take a pay cut or the company will have to let him go.

John is in his office studying reports when Mike walks in. "Mike, I am glad you came down. I have a lot of pressing matters to attend to, but yours is the most important. I have been talking with

Charles about how you can help the team with the new Pack.com contract. My current team is relatively unfamiliar with the way TBL has traditionally completed these projects, and Charles tells me you can really help.”

“Yeah, I can help,” Mike sighs, “but I’ve never dealt with a contract that big before. I never got the chance. When we were getting this place off the ground, I was the production supervisor, the quality manager, and the customer contact person. I was wearing about five hats. Once I got things going, another manager would take it over from me and put in a lot of unnecessary people. I was overworked and underpaid.” His voice is thick with bitterness.

“Well, I guess Charles believes all those people are necessary to put out a good product and keep our customers happy,” John smiles and he hands Mike a book. “I want you to head up this newest project with some members of my team. But, before you do, please read this book and try attending the *Dale Carnegie Leadership Class* that starts today. Normally, I would give you plenty of time and space to buy into this Leadership Thing, but we only have a few months to get this project off the ground.”

“I don’t like to read, and I don’t like classes,” Mike says with distaste. “I feel they are totally unnecessary for a person of my experience.”

John puts his point out on the table. “Charles tells me that many of the executives believe you should have had my position,” he says pointedly. “He says they think you should get the pay increase and the bonus I will receive once this project is complete.

“Yeah, well, they’re right,” Mike says angrily. “It should have all been mine! I’ve put a lot of time and energy into this firm. Without me, we wouldn’t be in business.”

“You can have my job,” John smiles, leaning back in the chair. “All you have to do is lead my team to complete the project. My team will only work for a person qualified to lead them. Actually, any one of them could do it, but, if you want to do it, you will have

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to increase your leadership skills and teach them how to be successful in this company. Can you do that?"

"I don't want to teach them," Mike replies with renewed vigor. "I just want the job."

"If you really want the job, that is what it will take," John says calmly, in a level tone. "Take the rest of the day off. Go home and think about it. Think hard, because if you come back with the wrong answer, you will NOT be a part of *this* team."

Mike walks out in total silence. John's stomach is churning. He has just placed his future and the future of all of his staff in the hands of a man who clearly resents him—a man with weak leadership skills who would probably fail under normal circumstances.

But John also knows that he is right. Even though this brusque approach is unusual for him, it seems to be a risk he has to take. If he is to become a true Mega-Leader, he must do the impossible and get his team to do the impossible as well. Without a high risk of failure, then the job would be easy, and if it were easy, everyone could do it...

THE VISION

“Hey, let’s go get some ice cream!” John says to his daughter in the park, that is just a few blocks from the house the family has lived in for a year—the dream house his wife always wanted.

“Yes! Let’s do!” the child exclaims, jumping off the swing and dashing to the car.

As John noses his new Cadillac Escalade toward his daughter’s favorite ice cream shop in their old neighborhood, he looks up at the new TBL building.

“Sometimes I can’t believe that, only a few years ago, I was asking for a \$2 an hour raise, and now I am the President of one of the fastest growing companies around,” he muses. “Linda is certainly enjoying retirement, and Charles is satisfied that he achieved his vision of what the company could become. I guess it is because I took the steps necessary to develop myself and my team into top-notch professionals. Those team members, in fact, are all executives now—some are still at TBL, and others have moved to different companies. There’s no better Vice President of Quality in the business than Tony. And, who would have believed it could happen? Mike is Vice President of Project Development. I’ve done good things for a lot of people. It’s time to enjoy life. It is short, and we need to enjoy it while we can.”

At the ice cream shop, his daughter leaps out to join Mike’s daughter who has just pulled in with her dad. It is all the two men can do to keep up. As the girls go over the list of flavors posted above the counter, John overhears a conversation between the Manager and an employee.

“I need at least a dollar an hour raise,” says the employee. “I come to work on time every day. I always do what I am told. I get along with all the employees. I really need this raise—my car is

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constantly in the shop, and my wife is sick of living in this part of town.”

“I’ll take the kids to the swings,” Mike smiles. “You’ve got a little work to do here.” The girls settle on the flavors they want, get their cones, and head for the play area.

“Look, Steve,” the manager continues. “If I had more employees like you, I’d have no problem giving you the raise you deserve. But I keep missing my budget. My turnover is outrageous, and I am totally stressed out because I have to do everything...”

“Hey guys—ever heard of the *Golden Rules for Salary Increases?*” John leans against the counter. “There’s this book called Win-Win Leadership...

ENJOY YOUR FREEDOM OF CHOICE

Freedom and personal liberty are the most precious things on earth. They are also one of the rarest—hence, their great value. People who manage to relocate to America or any free country, despite problems and miles of red tape, often find themselves free for the first time in their lives. There are able to quickly climb the great pyramid presented in this book because doing so consumes their total focus. They are mindful of the freedoms they didn't have in their previous homelands. Those of us who have been here all of our lives have a tendency to take our freedoms for granted because they are all we have ever known.

While we are “stopping to smell the roses” for all the things we have accomplished, one rose we should always cherish is freedom. Many great men and women have given their lives to allow us to have that freedom, and we sometimes take it for granted.

LEADING TO THE TOP SERIES

This book is the first of a series on how to improve your over-all life. Once you have laid your foundation, it is vital you keep growing and building on that foundation. You will discover that your dream occupation will be some sort of management or leadership position. The other two books “Creating Great Managers” and the “Ultimate Leader” complements the philosophies of “Win-Win Leadership” and “Building Your Foundation.”

The series will follow the steps of each development process to the top by discussing Building Your Foundation, Contributing, Managing, Leading and then Mega-Leading.

Win-Win Leadership cuts right to the point of most readers desire, to make more money and live the American Dream. It is an insightful how to book, of facts, statistics, and principles, of what it takes to achieve your dreams and goals.

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- In the first chapter explores the how the Win-Win Leadership philosophy increases the incomes for both managers and employees.
- The next chapter reveals the Golden Rules for Income Increase, which gives guidelines to quickly add value to your current salary. This chapter also provides the SEA-Q formula to add value to your resume.
- The third chapter shows you how to build your foundation to consistently increase your income.
- The last part of the book is the “Leading to the Top” story of John Smith, who used the information and strategies in “Win-Win Leadership”, to build his income from \$7 an hour to over \$100,000 dollars a year.

The Author spent many years reading and studying to learn about one important thing: “How to increase his income?” As he learned, he found himself taking on more and more responsibilities as a leader. The better leader he became, the more money he made. His employees and co-workers began to ask, “How can I make more money?” He had the answers, but he could not refer them to a particular book to get them to understand the Win-Win Leadership philosophy. So, he began to write a book to help everyone increase their incomes. The book is intended as a guide to help both managers and employees to improve their lives.

Creating Great Managers is the next logical step after Win-Win Leadership, developing great managers. 81% of the top income earners are managers or professionals of some type. This insightful "how to" book gives the fundamental skills of what managers need to excel.

- The First Chapter explores the next levels of the life development process and it relationship to the income pyramid. The guidelines will help people plan their move up the income pyramid.

- The next chapter explores the technician portion of the life development process. The technician becomes the go to person for the organization, quickly gains peer recognition, and make themselves indispensable
- The third chapter recognizes the manager part of the life development process. Great managers can command and control any project given to them, control how others feel about them, and secure desirable employment anywhere they want.
- The last section of this book is the “Leading to the Top II” story about Amanda Jones. Amanda used the Strategies in “Creating Great Managers” to go from working in an ice cream shop to own her own restaurant chain

Management isn't easy but the rewards are outstanding, is the fundamental philosophy behind this book. In today's competitive business world, good products and services is no longer a benefit to customers, but a requirement. To stay ahead of the competition, companies must hire good managers to plan, organize, control and lead the people and work in such a way that the organization achieves its objectives. In order compete in the global marketplace; a business must have the best managers.

The Ultimate Leader explains the principle of how great leaders choose themselves. This "how to" book shows how building effective teams will place a leader in the top 3%. An ultimate leader stays cool under pressure, has a commanding presence, and makes a dramatic impact wherever he or she goes.

- The first chapter uncovers the characteristics of great leaders and how it relates to the top 3% of income earners.
- The next chapter recognizes the leader part of the life development cycle. You will learn how a leader stays cool under pressure, has an achieving presence, and builds winning teams.

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- The third chapter explores the Mega-Leader portion of the life development cycle. You will learn how the Mega-Leaders sells their vision, keeps their eye on the big pictures, and blazes a path for new leaders to follow.
- The last section of this book is the Leading to the Top III story of Brian Johnson who used the information in the Ultimate Leader to become a professional leader in his occupation and community

Leaders take ACTION to make change. Leaders are rare, they are usually the ones despite all challenges are the catalyst for change. Because leaders are usually the only ones who will take a risk that the average person won't. They are criticized for the actions and risk they take, but without them, nothing would change. In order to make it to the top you must become one of these leaders.

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To My Editors

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Generally, I like your book and found it very interesting reading, in fact at times quite enlightening. Where I differed re my own point of view, I made comments, which you are of course free to ignore <G> Re keeping my interest, I did find the first segments of the book not maintaining my full attention at times, and I believe that is because as you suggested in your editing order, you believe the manuscript needs some cutting. I agree. I have cut phrasing and some sentences along the way (some in red and some just cut or made clearer as I read)

I would go through the manuscript and mark the spots with different color markers where you repeat passages. In other words, mark the main points and see where you are saying them twice, sometimes using the exat same phrasing. Then once these are identified, you can decide whether to cut some of the “repeats” or rewrite them to include different examples and deeper discussion of the philosophies. Where I really see repetitiveness at first glance is in the first third of the manuscript. Once you get into the story of John and Mark, the repetition of the philosophies is useful because you are now telling a story of how the philosophy is being used in practical terms. I would, however, make sure that the acronyms you refer to throughout the book are somewhere explained precisely, letter for letter.

Re the summaries you include I think at least twice, I would consider revamping them to a different purpose – maybe include them as a final “summary” or “outline” at the end of the manuscript (perhaps with a small glossary of the acronyms as well.) I think within the manuscript they draw attention away from the flow of the story and disrupt the reader’s involvement somewhat. Perhaps you could even rewrite the summary outlines to take the form of a little “quiz” to lock the main concepts firmly in the mind of the reader once and for all at the end of the book, i.e., what 4 things should you remember about.....? Or what 3 steps should you take with? Or

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what are the 3 types of resumes to consider as you progress? I'll leave the copy content to you, a but a concise "cheat sheet" or Cliff Notes type of summary at the end would be valuable for the reader to clip and carry with him or her as he starts his dream journey to success.

Re the dialogue, I have made suggestions within the copy as to the choices you have. Again, I would be most happy to assist with that task, if you wish me to do so.

When you have gone over the manuscript again and condensed the repeats, and determined how you want to handle the summaries and dialogue, I'd be happy to do another edit and give further opinion.

Good luck. Write Watchman/Linda