

## Happy May 1<sup>st</sup>

**“If it is to be – it is up to me!”**

ALP = Advanced Leadership Program  
CLP = CommScope Leadership Program  
ELD = Enterprise Leadership Development - CommScope  
EMP = Executive Management Program  
IMP = In-house Management Program  
MCG = Managing Change Workshop  
NEG = Negotiation – CommScope Program  
PSP = Professional Sales Program

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## 2014 → 2015 Seminars

### Executive Management Program

#### CLASS 47

► **Week 1 – Jun 16 – 20, 2014** ◀

Week 2 – Sep 15 – 19, 2014

Week 3 – Dec 08 – 12, 2014

Week 4 – Mar 16 – 20, 2015

Week 5 – Jun 15 – 19, 2015

#### CLASS 48

► **Week 1 – Oct 13 – 17, 2014** ◀

Week 2 – Jan 19 – 23, 2015

Week 3 – Apr 13 – 17, 2015

Week 4 – Jul 13 – 17, 2015

Week 5 – Oct 19 – 23, 2015

#### CLASS 49

► **Week 1 – Feb 09 - 13, 2015** ◀

Week 2 – May 18 – 22, 2015

Week 3 – Aug 17 – 21, 2015

Week 4 – Nov 16 – 20, 2015

Week 5 – Feb 15 – 19, 2016

(To enroll participants in any class please contact Tom Stevens at [inmco@mindspring.com](mailto:inmco@mindspring.com).)

## 2014 - Chronological Class Calendar

(See page 3)

*“An investment in knowledge pays the best interest.”*  
Benjamin Franklin

## Steven's Statement

"I know you said you heard me but what you understand is not what I meant!"

Not just listening but listening for understanding is the manager's prime tool for exhibiting leadership and managerial effectiveness. Studies of great leaders all show listening to be one of their prime skills. Listening and hearing are not the same things. Listening is to apply oneself to hearing and hearing is the sense by which sound is perceived by the ear.

A totally deaf person may understand what someone is saying through sign language or lip reading but the understanding is limited to only the words. This is identical to your reading something. Your understanding depends on only the words and what they mean to you in your culture and language.

Dr. Albert Mehrabian, Professor Emeritus at UCLA came up with the 7-38-55 rule. A hearing person will achieve understanding as follows – 7% by the words, 38% by the tone of the voice and 55% by the facial expression and body language.

If you have any hearing loss you are in danger of missing 45% of the understanding. You could miss the exact words themselves – (7%) - plus the tone or inflection of the words as they are spoken – (38%.) For example – I discovered when I had my hearing checked I could correctly understand 80% of the vowel sounds but only 20% of the consonant sounds. There are more consonants than vowels in American words – (the ratio is approximately 2/3 vs. 1/3.)

Do you have any type of hearing loss? When did you last have your hearing checked? A hearing test is painless, noninvasive and takes only about 15 or 20 minutes of your time. You sit in a soundproof room wearing earphones. You are asked to indicate when you hear certain tones in each ear. Then you listen to words being spoken and repeat what you hear. Easy.

It is estimated that 64% of Americans suffer from some degree of hearing loss. Do you? Ego and the fact that hearing loss occurs so gradually that you might not realize it are the major reasons people ignore their hearing. Be honest – do you say "Pardon me" during conversations? Do you have to turn up the TV or radio to hear it better? Do you work in a noisy environment? Do you really understand everything you hear? Are you afraid that if your hearing is not what it used to be you might be getting older?

### Tips - Listening for Understanding

1. Focus your total attention on the speaker.
2. Do not interrupt except for clarity of thought.
3. Do not change the topic.
4. Sit comfortably erect – do not slouch.
5. Show respect for the speaker.
6. Don't chew gum or yawn.
7. Don't text or use the computer.

ACTION PLAN – Get your hearing checked! Don't let your hearing affect your career. Be a leader and an effective manager – always listen for understanding!

## John's Jottings

When I first stepped on a real sailboat I was stunned by all the ropes I saw. Seemed to me they were everywhere. I soon learned that each one had a separate name. On shore it might be called "a rope," but the minute it was on a sailboat it was called "a line"

Further, if it was attached to the top of a sail such that it raised the sail, it was called "a halyard." If it was attached to the bottom of a sail so that it changed which side of the boat it leaned to it was called "a sheet." If it was attached to an anchor, it was part of "the rode." If it was attached to a dinghy it was called "a painter." Since I had just gotten on board a few minutes before, I was thoroughly confused.

We motored out into the middle of Tampa Bay. The wind was brisk. We cut the engine. Raised the sails (using the jib halyard and the main halyard) and began moving sprightly along using only the power of the wind. It was exhilarating!

The instructor said, "Now watch what happens when I adjust the sails." He began to pull on this sheet, loosened that sheet, checked the halyards and the boat began to pick up speed and heel over. There were three ropes (err lines) per sail plus lines that pulled down on the boom.

As he explained and tweaked what was exhilarating for a novice rapidly developed into wild excitement. Wow!! I'll never forget the sensation of wind power operating on the sails. Having the sails properly set made an incredible difference.

Managing your business is like that. You can be going along OK, perhaps even enjoying it. However, when you get some of the other dynamics just right, you'll be excited about the difference it makes. So what are some of these adjustments to enable you to get more momentum out of the market conditions?

First, understand if you are going with or against the prevailing market trends. Second, make sure each crewmember understands the mission. Third, make sure the entire crew knows the precise goals and objectives. Fourth, have definite accountabilities – expected results - for each crewmember. Fifth, have regular performance reviews and developmental discussions and last, but not least, make sure to celebrate milestones, i.e., pass out the grog from time to time.

You feel tension on the rudder and lines depending on how they are set in relation to the wind conditions. You may have to spend more time on what the purpose is if your market conditions are difficult.

When you have all these forces in play and properly adjusted you will be exhilarated by the experience of sailing your management boat!

### Happy sailing!

"To reach a port you must set sail – not lay at anchor - sail, not drift." Franklin D. Roosevelt

## **Breaking News – Arctic-Aire**

The awarding of Arctic-Aire franchises, announced in the April 1, 2014 Newsletter, has been temporarily suspended for one year due to a miraculous scientific breakthrough. Arctic-Air LLC has discovered a way to super heat and super cool Arctic air. As a result three bottles of hot Arctic-Aire when released each day in the home would alleviate the necessity for heating units. Likewise, three bottles of cold Arctic-Aire released each day would eliminate the need for air conditioning.

This is the work of noted French scientist, Dr. Jose Festerus who has been able to produce subcritical water with an absence of nucleation. John and I will keep you updated periodically.

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### **Words Are Important**

**"Better to trip with the feet than with the tongue."**

Zeno of Citium - 300 BC

I don't know whether you have thought about it but managing requires words. Words are used to communicate and managers communicate constantly either verbally or with the written word. The understanding of the words depends on the meaning of the words used by you, the communicator, and the one to whom you are communicating. For example – If you ask me to "manage" a project do you mean I should administer, control, coordinate, guide, lead, or supervise the project? Alternatively, do you mean all of them? On the other side of the communication what does the word "manage" mean to me?

Years ago, when I was working in the private sector, we reviewed hundreds of memos to determine what words were used in our written communication. We discovered that 55 words made up about 80% of the verbs used in our memos. By checking the dictionary we discovered that these 55 words had multiple meanings. For example, manage has 5 definitions – which one do you mean when you use the word? The company I worked for had 30,000 employees of which 13,000 were off-shore in 104 countries. Now the problem became what did "manage" mean in the language and culture of these 104 countries? As a result of this project we developed a "Glossary of American Management Terms" which was circulated as the "official business language" of the company. By the way – do you speak English or American? My British friends tell me I speak American and badly at that. Do not expect that American words and their meaning is the same all over the world.

For example – a US CEO, with whom I worked, used the word "passionate" quite frequently. He wanted his employees to be passionate about quality, passionate about customer service, etc. He developed a new Corporate Mission Statement in which he urged employees to be "constantly passionate about quality." A legitimate and understandable request. I was doing in-house seminars for this company in Europe and the Far East. The CEO asked me to share a first draft with my classes. I distributed it in an Asian

country, asking the participants to take it home, read it, and we would discuss it the next day. The following morning I asked for feedback. One gentleman said he certainly agreed with being "constantly passionate about quality" but he didn't think it was appropriate to be in a Corporate Mission Statement. His reasoning – in his culture and language the word "passionate" was used exclusively with sex. In the US the word "passionate" is used in more than one way. He admitted to showing the statement to his wife and telling her that his company's CEO was very insistent that his employees "constantly" have a quality sex life. Needless to say the word "passionate" was removed from the final Mission Statement.

In the US when we "table" an item in a meeting it means we will take it up at a later date. In England it means just the opposite – it will be discussed in that meeting. A serious misunderstanding occurred in 1993 when the UN decided to place a peace keeping force in Somalia spearheaded by the United States. In Somali the word "adoonka" means freedom. A pamphlet was designed to let the population know that a UN peacekeeping force was going to occupy their country to preserve their freedom. Unfortunately the word "adoonka" was misspelled "aduunka" which means, "to enslave." Hundreds of thousands of pamphlets were dropped on Somalia telling the Somali people that a military force was coming "to enslave" them! The UN peacekeeping force was unsuccessful in its mission. Words, what they mean, and their proper spelling are important all over the world.

The Chevy Nova never sold well in Spanish speaking countries. "No va" means - "it does not go" in Spanish. Clairol introduced the "Mist Stick" hair curling iron, in Germany only to find out that "mist" is slang for manure. Not too many women bought the Manure Stick. Rolls Royce marketed their Silver Mist Rolls in Germany with zero sales. How is your company using words in their memos, emails, and marketing? How are you using words?

If you would like a copy of the "Glossary of American Management Terms" please send an email to – Tom Stevens - [inmco@mindspring.com](mailto:inmco@mindspring.com).

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**??????**

Take your age and multiply it by 7. Take the results and multiply by 1,443. What did you get?

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### **Chronological Class Calendar**

**2014**

EMP 46/2 • MAY 19 – 23  
▶ EMP 47/1 • JUN 16 – 20 ◀  
EMP 45/4 • JUL 21 – 25  
EMP 46/3 • AUG 11 – 15  
EMP 47/2 • SEP 15 – 19  
EMP 45/5 – OCT 06 – 10  
▶ EMP 48/1 – OCT 13 - 17 ◀  
EMP 46/4 – NOV 17 – 21  
EMP 47/3 – DEC 08 – 12

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## Phobias

Pho-bi-a – 1. A persistent abnormal or illogical fear of a specific thing or situation. 2. Any strong fear, dislike, or aversion

With Obamacare upon us and the government standing ready to pay for our medical treatment I thought it wise to select a couple of phobias so I can stay home and be paid not to work. You might want to do the same. Here's a partial phobia list to choose from.

- Ablutophobia - Fear of washing or bathing.
- Achluophobia - Fear of darkness.
- Acousticophobia - Fear of noise.
- Acrophobia - Fear of heights.
- Aerophobia - Fear of drafts, air swallowing or airborne noxious substances.
- Aeroacrophobia - Fear of open high places.
- Agateophobia - Fear of insanity.
- Agliophobia - Fear of pain.
- Agoraphobia - Fear of being in crowded, public places like markets. Fear of leaving a safe place.
- Agraphobia - Fear of sexual abuse.
- Agrizophobia - Fear of wild animals.
- Agyrophobia - Fear of streets.
- Aichmophobia - Fear of needles.
- Ailurophobia - Fear of cats.
- Albuminurophobia - Fear of kidney disease.
- Alektorophobia - Fear of chickens.
- Algophobia - Fear of pain.
- Alliumphobia - Fear of garlic.
- Allodoxaphobia - Fear of opinions.
- Altophobia - Fear of heights.
- Amathophobia - Fear of dust.
- Amaxophobia - Fear of riding in a car.
- Ambulophobia - Fear of walking.
- Amnesiphobia - Fear of amnesia.
- Amychophobia - Fear of being scratched.
- Anablephobia - Fear of looking up.
- Ancraophobia - Fear of wind.
- Androphobia - Fear of men.
- Anemophobia - Fear of air drafts or wind.
- Anginophobia - Fear of angina or choking.
- Anglophobia - Fear of England or English culture.
- Angrophobia - Fear of becoming angry.
- Ankylophobia - Fear of immobility of a joint.
- Anthrophia - Fear of flowers.
- Anthropophobia - Fear of people or society.
- Antlophobia - Fear of floods.
- Anuptaphobia - Fear of staying single.
- Apeiophobia - Fear of infinity.
- Aphenphosmophobia - Fear of being touched.
- Apiphobia - Fear of bees.
- Apotemnophobia - Fear of amputations.
- Arachibutyrophobia - Fear of peanut butter sticking to the roof of the mouth.
- Arachnophobia - Fear of spiders.
- Arithmophobia - Fear of numbers.
- Arsonphobia - Fear of fire.
- Asthenophobia - Fear of fainting or weakness.

- Astraphobia - Fear of thunder and lightning.
- Astrophobia - Fear of stars or celestial space.
- Asymmetriphobia - Fear of asymmetrical things.
- Ataxiophobia - Fear of muscular incoordination.
- Ataxophobia - Fear of disorder or untidiness.
- Atelophobia - Fear of imperfection.
- Atephobia - Fear of ruin or ruins.
- Athazagoraphobia - Fear of being forgotten.
- Atomosophobia - Fear of atomic explosions.
- Atychiphobia - Fear of failure.
- Aulophobia - Fear of flutes.
- Aurophobia - Fear of gold.
- Auroraphobia - Fear of Northern lights.
- Autodysomophobia - Fear of someone that has a vile odor.
- Automatonophobia - Fear of ventriloquist's dummies, animatronic creatures, wax statues - anything that falsely represents a sentient being.
- Automysophobia - Fear of being dirty.
- Autophobia - Fear of being alone or of oneself.
- Aviophobia - Fear of flying.

*(And these are just the ones beginning with an A!)*

By the way – for a small fee I can put you in touch with a traveling band of Gypsy psychiatrists that will not only swear you have one or more of these phobias but they will also resurface your driveway.

I have already been certified to have Agateophobia, Arachibutyrophobia and Automatonophobia. So severe are my phobias that I was forced to retire January 1, 2013. I have applied to be rehabilitated at La Phobia Salon & Spa on the French Rivera. *(I'll bet you went back and read what my phobias are!)*

*“What we need is more politicians with laryngitis.”*

*“A hypochondriac's illness can be cured by a single statement – your insurance doesn't cover it.”*

### 🌟\* Muddled Management 🌟\*

Now that some of you have paid your US Federal Income Taxes we thought it would be interesting to show you how some of last years money was spent. It will give you a warm, fuzzy feeling and make you want to send even more money to Washington, DC!

The Dept. of Interior spent \$98,670 to build a one-seat out-house on the Alaskan Trail. It has no plumbing.



The Federally funded Law Enforcement Assistance Administration spent \$27,000 of your money to study why inmates want to escape from prison!

NASA awarded a private company \$1 million to study the possibility of making pizza with a 3-D printer.