

Happy October 1st

We're getting closer to 2012. 274 days completed with only 91 days until the end of the year.

Congratulations

"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 Programs

MCG = Managing Change Workshops

PSP = Professional Sales Program

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A 2:00 am Police Stop

An elderly man was stopped by the Knoxville, TN police around 2 a.m. and the officer asked him where he was going at that time of night. The man replied, "*I am on my way to a lecture about alcohol abuse and the effects it has on the human body, as well as smoking and staying out late.*" The officer then asked, "*Really? Who is giving that lecture at this time of night?*" The man replied, "*That would be my wife!*"

"It's not important who starts the game but who finishes it." -- John Wooden

Seminars in 2012

Executive Management Programs

Class 39

- ▶ Week 1 – Jan. 23 – 27, 2012 ◀
- Week 2 – Apr. 16 – 20, 2012
- Week 3 – Jul. 16 – 20, 2012
- Week 4 – Oct. 15 – 19, 2012
- Week 5 – Jan. 21 – 25, 2013

Class 40

- ▶ Week 1 – Mar. 19 – 23, 2012 ◀
- Week 2 – Jun. 11 – 15, 2012
- Week 3 – Sep. 17 – 21, 2012
- Week 4 – Dec. 10 – 14, 2012
- Week 5 – Mar. 18 – 22, 2013

Class 41

- ▶ Week 1 – Jul. 23 – 27, 2012 ◀
- Week 2 – Oct. 22 – 26, 2012
- Week 3 – Feb. 18 – 22, 2013
- Week 4 – May 20 – 24, 2013
- Week 5 – Aug. 12 – 16, 2013

Class 42

- ▶ Week 1 – Nov. 12 – 16, 2012 ◀
- Week 2 – Feb. 25 – Mar 1, 2013
- Week 3 – Jun. 10 – 14, 2013
- Week 4 – Sep 16 – 20, 2013
- Week 5 – Dec. 9 – 13, 2013

To enroll participants in any EMP class or to obtain detailed information please contact Tom Stevens at 865-458-3429 or email him at – inmco@mindspring.com.

Chronological Calendar – 2011 - 2012

EMP 35/4 – OCT 17 – 21
EMP 37/2 – OCT 24 – 28
PSP 11/3 – OCT 31 – NOV 4
EMP 34/5 – NOV 7 - 11
EMP 36/3 – NOV 14 - 18
EMP 38/2 – DEC 12 – 16

2012

EMP 35/5 – JAN 16 – 20
EMP 39/1 – JAN 23 – 27
EMP 36/4 – FEB 6 – 10
EMP 37/3 – FEB 20 – 24
PSP 11/4 – MAR 5 – 9
EMP 38/3 – MAR 12 – 16
EMP 40/1 – MAR 19 – 23
EMP 39/2 – APR 16 – 20
EMP 37/4 – MAY 7 - 11
EMP 36/5 – MAY 21 - 25
EMP 40/2 – JUN 11 - 15
EMP 38/4 – JUN 25 - 29
EMP 39/3 – JUL 16 - 20
EMP 41/1 – JUL 23 - 27
EMP 37/5 – AUG 6-10
EMP 38/5 – SEP 10 - 14
EMP 40/3 – SEP 17 – 21

Steven's Statement

Thank you – Thank you – Thank you

Many thanks to all who replied to my request for assistance in the September newsletter – “Bored.” I received more emails from that column than from any previous **Steven's Statement**. I can't possibly list all the names. However, I am in the process of attempting to capture all of the suggestions, philosophy, etc. for a future newsletter. I am convinced that your new and younger employees will continue to be bored and as managers, you will have to productively manage them.

Focus on Contribution

The question “What should I contribute?” gives freedom because it gives accountability. Peter Drucker

A great number of executives tend to focus downward. They are more occupied with efforts rather than results. They worry over what the organization and their supervisors “owe” them and should do for them. They are concerned about the authority they “should have.” As a result, they render themselves ineffective.

The most effective executive focus on contribution. They look up from their work and outward toward goals. They ask – “what can I contribute that will significantly affect the performance and the results of the business I serve?” They stress accountability and contribution.

The focus on contribution is the key to effectiveness in a person's own work – the content, its level, its standards and its impact in their relations with others – their supervisors, co-workers, direct reports and customers. The focus on contribution turns the executive's attention away from their own specialty, their own narrow skills, their own department and toward the performance of the entire business. It turns their attention to the outside, the place where the results really count.

You cannot keep a committed person from success. Place stumbling blocks in their path and they will use them as stepping-stones on their way to greatness. The person who succeeds has a program that fixes their course and they adhere to it. Effective managers lay plans and execute them - they go straight to their expected results. They are not pushed this way and that every time a difficulty is thrust in their way. If they can't go over it, they go through it!

ACTION PLAN – Maintain a constant focus on the contribution you can and should make to your organization. What precisely have you contributed to date? Do you know for certain what you and your people can contribute in the future? If you could relive this year would you do exactly what you have done so far? If not this is a good time to put it in writing with an Accountability Plan looking to your contribution in 2012! If you owned the company would you happily pay yourself for what you and your team have contributed?

“Do not spoil what you now have by desiring what you have not – but remember that what you now have was once among the things you only hoped for.” Epicurus

John's Jottings

Most managers know that ROE means “Return on Equity,” although they may not know how to calculate it. It is a financial measure of management effectiveness, i.e. it expresses how well management utilized the equity of the company in obtaining financial results.

Non-financial managers are interested in something I call “Return on Energy.” I don't know how to measure it, but the idea goes like this -

People are energy packages. (You may remember this from our discussions on convictions underlying the Executive Management Program.) Contrary to popular belief, few, if any, employees get up in the morning and say, “I'm going to figure out how to screw things up at work today.”

Rather, employees do what they think is best based on their understanding of goals, objectives, values, urgencies, etc.

Employee A comes in, surveys his situation and decides to do what he thinks is the most important thing he needs to do. Simultaneously, Employee B comes in, reviews her status and decides to do what she didn't get done yesterday because that was important to do. And so on.

Without direct intervention, neither employee will likely know what the overall goals and objectives are. Peter Drucker said, “Management by objectives works if you know the objectives. Ninety percent of the time you do not.” Consequently, the work that Employee A does frequently conflicts with the efforts of Employee B, and vice versa.

With lots of employees, this happens quite frequently. The good news is it doesn't have to. What's a manager to do? Share the goals and objectives of the overall business and the part of the business the manager is responsible for. Then periodically have reviews of progress in relation to the objectives - at least quarterly.

It's not enough to post goals and objectives. The manager should periodically ask her/his direct reports what they understand them to be. Listen carefully - clarify and confirm understanding. Ask employees what the goals mean for their actions. Clarify and affirm.

At least once per quarter, ask your employees to share their progress towards the goals. Listen carefully, clarify where necessary, and affirm as appropriate. If you do this readily, your return on effort will go up, dramatically.

“It is not sufficiently considered in the hour of exultation, that all human excellence is comparative – that no person performs much but in proportion to what others accomplish, or to the time and opportunities which have been allowed them.” Samuel Johnson

“Life's like a play – it's not the length, but the excellence of the acting that matters.” Seneca

“The way to achieve success is first to have a definite, clear, practical ideal – a goal, an objective. Second have the necessary means to achieve your ends – wisdom, money, materials and methods. Third, enlist all your means to that end.” Aristotle

Dear Family – I realize I don't email you often but I had such a great experience today that I just had to share it with you. I went to our local Christian bookstore this afternoon and saw a "Honk if you love Jesus" bumper sticker. I was feeling particularly happy because I had just come from a thrilling choir performance. So, I bought the sticker and put it on my bumper.

Boy, am I glad I did - what an uplifting experience. I was stopped at a red light at a busy intersection, just lost in thought about the Lord and how good He is, and I didn't notice that the light had changed. It's a good thing someone else loves Jesus because if he hadn't honked, I'd never have noticed. I found that lots of people love Jesus! While I was sitting there, the guy behind started honking like crazy, and then he leaned out of his window and screamed, "for the love of God! Go! Go! Go! Jesus Christ, GO!" What an exuberant cheerleader he was for Jesus!

Everyone started honking! I just leaned out my window and started waving and smiling at all those loving people. I even honked my horn a few times to share in the love! There must have been a man from Florida back there because I heard him yelling something about a sunny beach. I saw another guy waving in a funny way with only his middle finger stuck up in the air. I asked my grandson what that meant. He said it was a Hawaiian good luck sign or something. Well, I have never met anyone from Hawaii, so I leaned out the window and gave him the good luck sign right back. My grandson burst out laughing. Even he was enjoying this religious experience! A couple of the people were so caught up in the joy of the moment that they got out of their cars and started walking towards me. I bet they wanted to pray or ask what Church I attended. Then I noticed the light had changed. So, grinning, I waved that good luck sign at all my brothers and sisters, and drove on through the intersection. I noticed that I was the only car that got through the intersection before the light changed again and felt kind of sad that I had to leave them after all the love we had shared. So I slowed the car down, leaned out the window and gave them all the Hawaiian good luck sign one last time as I drove away. Praise the Lord for such wonderful folks!!

Love, Grandma Kate

Cliff Young

Many runners already know the legendary story of Cliff Young. Every year Australia hosts the Westfield run. A 543.7-mile – (875 kilometers) – endurance run from Sydney to Melbourne. It is considered among the world's most grueling ultra-marathons. The race takes five days to complete and is normally only attempted by world-class athletes who train specifically for the event. These athletes are typically less than 30 years old and are sponsored by large companies such as Nike.

In 1983, a man named Cliff Young from Beech Forest, Victoria showed up at the start of this race. Cliff was 61 years old and wore overalls and work boots. To everyone's shock, Cliff wasn't a spectator. He picked up his race number and joined the other runners. The press and

other athletes became curious and questioned Cliff. They told him, "You're crazy, there's no way you can finish this race." To which he relied, "Yes, I can. You see, I grew up on a ranch. We couldn't afford horses or tractors, and whenever the storms would roll in, I'd have to go out and round up the sheep. We had 2,000 sheep on 2,000 acres. Sometimes I would have to run those sheep for three or four days. It took a long time, but I would always catch them. This race is kind of like herding sheep!"

When the race started, the pro runners quickly left Cliff behind. The crowd and television audience were entertained because Cliff didn't even run properly, he appeared to shuffle. Many even feared for the old rancher's safety. The professional athletes knew that it took 5 days to finish the race. In order to compete, one had to run about 18 hours a day and sleep the remaining 6 hours. They also had an entourage traveling with them – trainers, nutritionists, massage therapists, medical personnel, sleeping tents, etc. The thing is, Cliff Young didn't know this. He had his girl friend and an old pickup truck. (Cliff married his girl friend shortly after the Westfield race.)

The morning of the second day, everyone was in for another surprise. Not only was Cliff still in the race, he had continued shuffling all night – he didn't stop to sleep. He was only a little ways behind the leaders of the race. Cliff was asked about his tactics for the rest of the race. To everyone's disbelief, he claimed he would continue to run straight through to the finish without sleeping.

Cliff kept shuffling. Each night he came a little closer to the leading runners. By the final night, he had passed all of the younger, world-class athletes. He was the first competitor to cross the finish line beating his nearest competitor by nine hours. In addition, he set a new course record. When Cliff was awarded the winning prize of \$10,000, he said he didn't know there was a prize and insisted that the money be given to the other runners.

The following year, Cliff entered the same race and took 7th place. During the race, he had fallen and displaced his left hip. His wife kicked it back in place and Cliff continued to shuffle to the finish line.

Cliff came to prominence again in 1997 at age 76, when he set out to raise money for homeless children by shuffling around Australia's border. He completed 6,520 kilometers – (4,051 miles) - before he had to drop out. His only support staff member, his wife, had become ill. Cliff Young passed away in 2003 at the age of 81.

Today the "Young shuffle" has been adopted by ultra-marathon runners because is it considered more energy-efficient. Further more, during the Sydney to Melbourne race, modern competitors do not sleep. Winning the race now requires runners to go all night as well as all day, just like Cliff Young.

• Moral of the story – it only takes one person to change long held perceptions in this world.

"A great part of courage is the courage of having done the thing before." Emerson

"If you're strong enough, there are no precedents." George Bernard Shaw