

COMPLIMENTS OF

Frank Easterly's



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MORALE STRATEGIES FOR TURBULENT TIMES

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BRAIN FOOD...

Published for the clients, associates, and friends of Frank Easterly's LEGACY DEVELOPMENT GROUP who search for unique tools, tips, and techniques to improve the human side of organizations... and who yearn to leave a lasting legacy both personally and professionally.

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MANAGING MOTIVATIONS:

"Dig Your Well Before You're Thirsty"

The first time I heard this phrase it was from Harvey McKay, a fine author and speaker. Funny how a simple phrase can apply to so many aspects of our lives. Stop reading just for a moment and think about how this phrase can apply to situations you are currently facing at work, at home, in your career decisions, and in your relationship choices.

I was waiting in a doctor's office the other day and reading an article on communicating with your aging parents (I have neither of mine alive, but my wife, Loreen, and I are taking a ten-day trip with her 80+ year old mom and dad to Colorado for probably his last venture home). So I'm reading these communication tips, thinking about Mom and Dad, and recent situations we've all been facing together. And then it hit me! We don't turn on and off effective communication skills with aging parents if we have not practiced them throughout our lives with our friends, children, spouse and co-workers. Before I pass

along the tips, let me make my point:

- If we want to communicate effectively with our kids – start now with our employees.
- If you want to communicate effectively with our employees – start with our spouse.
- If you want to communicate effectively with our aging or soon to be aging parents, start now with our kids and friends.

Dig Your Well Before You're Thirsty!

Some communication tips with aging parents (that apply to everyone):

1. Provide information to your parents regarding options and decisions that will affect them.
2. Whenever possible and appropriate, include your parents in the decision-making process.
3. Don't assume that you always know what your parents need or what they want.
4. Pick your battles carefully. You may want to focus on safety concerns

first.

5. Find an appropriate time to talk that is good for both you and your parents.
6. Discuss problems and make an effort to find solutions by balancing the pros and cons.
7. Listen to their feelings and find meanings behind the words being said.
8. Limit your discussion to one topic at a time. Once resolved, move on to the next subject.
9. Avoid using phrases such as "You never" or "You always." This can get in the way of open communication. It's much better to say something like, "I have some concerns about" or "I worry that..."

(P.S. We just completed that trip to Colorado and had a chance to use every one of these tips – no kidding. Serious health issues with each parent threatened to shorten the trip. We made it through each AND accomplished all we set out to do. Thank God! Thank Loreen!)

EMAIL INFO@LEGACYDG.COM FOR A FREE SUBSCRIPTION TO BRAIN FOOD!

MULTIPLICATIONS: It's Hard to Top These

"Multiplications" is always such a serious segment of **BRAIN FOOD**. I decided to lighten it up (just this one time, of course). These wonderful, hard to top quotations were passed along to me by a business friend. Hope these multiply your laughs! (Thanks, Wayne.)

What Would Dilbert Do?

A magazine recently ran a "Dilbert Quotes" contest. They were looking for people to submit quotes from their real-life Dilbert-type managers. Here are the top ten finalists (in David Letterman order):



.....and the number one quote from a real-life Dilbert-type manager is....

10. One day my Boss asked me to submit a status report to him concerning a project I was working on. I asked him if tomorrow would be soon enough. He said, "If I wanted it tomorrow, I would have waited until tomorrow to ask for it!" (Hallmark Cards Executive)
 9. "We know that communication is a problem, but the company is not going to discuss it with the employees." (Switching supervisor, AT&T Long Lines Division)
 8. My sister passed away and her funeral was scheduled for Monday. When I told my Boss, he said she died on purpose so that I would have to miss work on the busiest day of the year. He then asked if we could change her burial to Friday. He said, "That would be better for me." (Shipping executive, FTD Florists)
 7. Quote from the Boss: "Teamwork is a lot of people doing what I say." (Marketing executive, Citrix Corporation)
 6. "No one will believe you solved this problem in one day! We've been working on it for months. Now, go act busy for a few weeks and I'll let you know when it's time to tell them." (R&D supervisor, Minnesota Mining and Manufacturing/3M Corp.)
 5. "Doing it right is no excuse for not meeting the schedule." (Plant manager, Delco Corporation)
 4. "This project is so important, we can't let things that are more important interfere with it." (Advertising/Marketing manager, United Parcel Service)
 3. "E-mail is not to be used to pass on information or data. It should be used only for company business." (Accounting manager, Electric Boat Company)
 2. "What I need is an exact list of specific unknown problems we might encounter." (Lykes Lines Shipping)
- And the winning entry is....drum roll.....**
1. "As of tomorrow, employees will only be able to access the building using individual security cards. Pictures will be taken next Wednesday and employees will receive their cards in two weeks." (This was the winning quote from Fred Dales, Microsoft Corp. in Redmond, WA)

MANTRAS (Manipulated): Stories You Can Use Immediately

Once upon a time a group of villagers instructed their young shepherd, "When you see a wolf, cry *wolf* and we'll come with guns and pitchforks."

The next day the boy was tending his sheep when he saw a lion in the distance. He cried out, "Lion, lion!" but no one came. The lion killed several sheep. The shepherd boy was distraught.

"Why didn't you come when I called?" he asked the villagers.

"There are no lions in this part of the country," the older men replied. "The wolves are what you have to look out for."

The Legacy Lessons:

1) *Past experiences and the meaning we give them contribute greatly to what and how we experience today.*

2) *To see tomorrow anew, broaden your experiences and be mindful of the meaning you give them.*

In a *Peanuts* strip by Charles Schulz, Charlie Brown rests his head in his hands while leaning on the wall, looking miserable. His friend Lucy approaches.

"Discouraged again, eh, Charlie Brown?"

Charlie Brown does not even answer.

"You know what your trouble is?" Lucy asks. Without waiting for a response, she announces, "The whole trouble with you is that you are you!"

Charlie Brown says, "Well, what in the world can I do about that?"

"I don't pretend to be able to give advice," Lucy replies, "I merely point out the trouble!"

The Legacy Lessons:

Sometimes to improve yourself, you may need to find new friends.

The people you choose to spend time with can shape who you are.



"Sometimes to improve yourself, you may need to find new friends."

Management Methods: Morale Strategies for Turbulent Times



Everyone here is on the up and up!

When you're faced with difficult circumstances in your organization around changes in ownership, leadership, mission and/or major methods, fear and tension run high. As a manager, it's particularly difficult because you are often caught in the middle – worried about the impact on yourself and your team. I don't want to oversimplify this "adaptive response" and make it seem like the challenge is easy. It's not! But I do think keeping these morale strategies in mind (which means keeping them in front of your eyes and reading them daily) will go a long way to assisting you and your staff.

↑ Listen Up!

Stop trying to sell the notion of change or how folks should embrace it. Listen... listen... listen (three times more than you talk) and let your staff express their real, and maybe not so real, concerns... and questions. Don't B.S. your responses either, unless B.S. means Be Sincere, Be Simple or Be Silent.

↑ Let Up!

Don't become a control freak and think you can protect yourself and your staff from every lousy problem or impact. In fact, take the opposite approach and use the problems as challenges to your team's creativity. You just may find that new talent and energy (even from yourself) emerges.

↑ Look Up!

I mean this one in two ways. First, look up at the new leadership or mis-

sion and discover the long term vision. You just may find that it's as good as or better than the ones you had in the past. Secondly, while turbulence and the bullets of change make people keep ducking or keep their heads low, it's good to look up once in a while to see the big picture and assess the progress.

↑ Lighten Up!

Have some fun – whether at work or after work. I personally love emergency room humor as an example of no matter how bad things are, unless you laugh, life can drive you nuts. If you want to make the fun more practical and work-related positive, set short term goals and celebrate these accomplishments!

↑ Lay Up!

In the game of golf, when you have a long putt and you want to be sure

you don't 3-putt the green, you lay up...that is, get the first putt close enough so that the second is easy and goes in the hole. This is a good strategy in turbulent times as well. Know where the hole (goal) is and avoid 3-putting (missing the goal) by getting real close on the first try.

↑ Line Up!

Offer to help in the change process. Be clear that you can actually contribute to what you're volunteering for. If you can make a positive impact...join the change movement!

↑ Live Up!

Keep on living up to your standards. Don't make work your only focus. And if you find that work changes are consuming you because you have nothing else in your life, take the situation as a call to WAKE UP!

MANTRAS (Manipulated): Stories You Can Use Immediately (cont.)

Pete Rose on Pete Rose:

"In hindsight I should have taken some time to reflect on my life, on where I'd been and where I was headed. If I had been a book reader, I could have read up on how other famous folks handled retirement...I could have called Dick Butkus and asked how he felt about retiring from the NFL after achieving godlike status as a player. I could have called Terry Bradshaw...But I didn't find out how any of them dealt with retirement because I never talked to them. I never talked to anybody. It wasn't my style.

"I was aware of my records and my place in baseball history. But I was never aware of boundaries or able to control that part of my life. And admitting that I was out of control has been next to impossible for me. I was aware of my privileges, but not my responsibilities."

The Legacy Lessons:

Those who are unaware of who they are and the impact they make often damage their relationships. We all seem to have the amazing ability to size up everybody but ourselves.



"If I had been a book reader, I could have read up on how other famous folks handled retirement..."

BRAIN FOOD BONUS: Who Said We're Not Practical?

Have you ever been stumped when trying to find the right verb to use when writing a:

• Job description • Performance Profile • Performance Evaluation • Recommendation • Resume

Here's a list of over 300 work-related verbs you can use today for just such a challenge!

Accelerates	Avoids	Decreases	Estimates	Instills	Perceives	Reviews
Accentuates	Broadens	Dedicates	Evaluates	Institutes	Performs	Revises
Accepts	Builds	Defines	Evidences	Instructs	Perpetuates	Revitalizes
Accomplishes	Calculates	Delegates	Evokes	Insures	Plans	Schedules
Accounts	Capitalizes	Delivers	Examines	Integrates	Possesses	Secures
Achieves	Captivates	Demonstrates	Exceeds	Interacts	Practices	Seeks
Acquaints	Centralizes	Deploys	Excels	Interprets	Prepares	Sells
Acquires	Challenges	Deserves	Executes	Interviews	Presents	Serves
Activates	Checks	Designates	Exemplifies	Introduces	Presumes	Settles
Acts	Circulates	Designs	Exercises	Invents	Prevents	Shows
Actuates	Clarifies	Determines	Exhibits	Investigates	Prioritizes	Simplifies
Adapts	Clears	Develops	Expands	Invests	Processes	Solves
Addresses	Coaches	Devises	Expects	Invokes	Procures	Sorts
Adheres	Collaborates	Devotes	Expedites	Issues	Produces	Sparks
Adjusts	Collects	Directs	Explores	Judges	Programs	Specifies
Administers	Combines	Discharges	Expresses	Keeps	Projects	Stimulates
Adopts	Commands	Discovers	Extends	Knows	Promotes	Strengthens
Advances	Communicates	Discusses	Extracts	Launches	Proposes	Strives
Advises	Compels	Displays	Faces	Leads	Protects	Structures
Allocates	Compiles	Disseminates	Facilitates	Learns	Provides	Studies
Amplifies	Completes	Distinguishes	Focuses	Lectures	Pursues	Submits
Analyzes	Complies	Distributes	Follows-up	Maintains	Radiates	Suggests
Anticipates	Composes	Documents	Forecasts	Makes	Realizes	Supervises
Applies	Comprehends	Drafts	Foresees	Manages	Receives	Supports
Appoints	Computes	Earns	Forms	Markets	Recognizes	Surmounts
Appraises	Conceives	Edits	Formulates	Maximizes	Recommends	Surpasses
Appropriates	Concentrates	Educates	Fosters	Mediates	Reconciles	Surveys
Approves	Concludes	Effects	Fulfills	Meets	Records	Sustains
Arises	Condenses	Elicits	Furnishes	Minimizes	Recruits	Takes
Arranges	Conducts	Eliminates	Gains	Mobilizes	Reduces	Targets
Articulates	Conforms	Emanates	Generates	Modifies	Refines	Thinks
Ascends	Conjures	Embellishes	Gives	Monitors	Reflects	Tolerates
Ascertain	Considers	Embraces	Grasps	Motivates	Regards	Trains
Aspires	Consolidates	Emphasizes	Guides	Necessitates	Regulates	Transacts
Assembles	Consults	Employs	Handles	Negotiates	Reinforces	Translates
Asserts	Consummates	Empowers	Helps	Neutralizes	Rejects	Treats
Assesses	Contemplates	Emulates	Identifies	Notifies	Relates	Uncovers
Assigns	Continues	Enables	Impacts	Observes	Releases	Understands
Assimilates	Contributes	Encompasses	Implements	Obtains	Relies	Undertakes
Assists	Controls	Encourages	Impresses	Operates	Reports	Unifies
Assumes	Converts	Energizes	Improves	Optimizes	Represents	Uses
Assures	Conveys	Enforces	Improvise	Orchestrates	Requires	Utilizes
Attains	Cooperates	Engenders	Increases	Orders	Researches	Verifies
Attempts	Coordinates	Enhances	Influences	Organizes	Resolves	Vitalizes
Attends	Copes	Enlightens	Informs	Originates	Resonates	Weighs
Audits	Corrects	Enriches	Initiates	Overcomes	Respects	Widens
Augments	Creates	Ensures	Inspects	Oversees	Responds	Works
Authorizes	Cultivates	Envisions	Inspires	Paces	Restores	Writes
Averts	Decentralizes	Establishes	Installs	Participates	Retains	

MUSINGS: I Was Born a Contrarian (Yeh, right!)

For as long as I can remember, I've been contrary – oh, I mean a contrarian. Well actually, contrarian is the “in” word now for someone who is appropriately oppositional! I guess what I'm recognizing is that growing up with a dad who challenged every trend, accepted thought and belief pattern pretty much made me a contrarian. (Thank God I had a loving compassionate mother influencing me as well or I would have had zero friends.)



I have always loved being contrary. As a boy, no matter what my parents' friends would say, I'd respond, “You wanna make a bet?” and then set out to try and prove them wrong (lovely child!). As a teenager on the student council moderated by an overly opinionated and domineering nun (takes one to know one), I quit after telling her she didn't need my opinions since she railroaded hers into law every week (lovely teen!). And as a 30 something-year-old giving a retreat to a group of disabled adults, I began by telling them I didn't feel the least bit sorry for them and to the degree they did, they were hampering their own happiness (lovely adult).



“Hopelessness is good, necessary, and even healthy...”

After recently turning fifty-eight (there, you see, my continued existence is proof of the divine... nobody's killed me yet, so there must be a god protecting my back), I'm still loving the contrarian approach to what so many contemporary gurus of business, self-help, and personal/professional development are putting out there as “facts” for all of us to consume. First, let me briefly describe the contrarian approach, and then offer a few contrary facts!

A contrarian approach involves (but is not limited to) the following:

- Questioning the underlying values and premises not only of others but on which your own evaluations are built
- Being a “hard sell” when it comes to “how to do it” by thinking slowly, deeply and paradoxically
- Valuing confusion and being left with more questions than answers
- Looking for opposites and playing with ideas instead of blithely accepting them
- Not only being comfortable with uncertainty, but at times seeking it, particularly when others seem so certain

Here are a few alternative “facts” (contrary to commonly accepted wisdom today):

1. Hopelessness is good, necessary, and even healthy
2. Giving up can be a great strategy.
3. Settling for 2nd, 3rd, 4th or 5th is terrific
4. Believing in yourself can ruin you
5. Low self-esteem and depression can lead to greatness
6. Placing the blame can be the key to survival
7. Suppressing anger is better than

- expressing it
8. Kicking your inner child in the gut may be the best thing you can do for yourself
9. “Functional family” is an oxymoron
10. Loving conditionally is human and actually very good (**Think I've lost my mind? Tune in for the next issue!**)

You tell me – under what conditions can each of these statements be true?

If you can identify those conditions, is it not equally possible that their opposites are true under certain conditions?

Is it not possible that we **self-inflict** the most prevalent of disorders today...chronic daily discontent (CDD) by using the “facts” of the gurus, evaluating ourselves against them, and coming up continually short? And then, the gurus conveniently supply (sell) us the remedy!

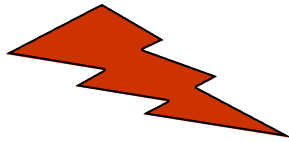
There'll be more contrarian musings in the future, but for now – shed yourself of CDD, and repeat out loud so that all can hear the title of Al Franken's book: “I'm Good Enough, I'm Smart Enough, and Doggone It, People Like Me!”



“I'm Good Enough, I'm Smart Enough, and Doggone It, People Like Me!”

LEARNING SUMMARY

- **WHEN FACED WITH TURBULENT ORGANIZATIONAL CHANGE:**
LISTEN UP ... LET UP ... LOOK UP ... LIGHTEN UP ... LAY UP ... LINE UP ... LIVE UP
- **WHEN IT COMES TO COMMUNICATING EFFECTIVELY (WITH DAMN NEAR ANY AGE GROUP):**
DIG YOUR WELL BEFORE YOU'RE THIRSTY
- **WE KNOW COMMUNICATION IS A PROBLEM – SO LET'S NOT DISCUSS IT! (FOR DILBERT FOLKS ONLY)**
- **SOMETIMES TO IMPROVE YOURSELF, YOU MAY NEED TO FIND NEW FRIENDS.**
- **WE HAVE THE AMAZING ABILITY TO SIZE UP EVERYONE BUT OURSELVES.**
- **CONTRARIAN KEYS TO SUCCESS:**
 - Suppress your anger
 - Think negatively
 - Be a good blamer
 - Throttle your inner child
 - Remember: More explanation of these and other contrarianisms in the next BRAIN FOOD!



Inspirational Resources:

- *Carolyn Anderson*
- *David Lee*
- *John Maxwell*
- *Harvey McKay*
- *James F. Neal, Jr.*
- *Paul Pearsall*
- *Wayne Thomas*

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Propelling Progress