
The Results Register

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THE QUINTESSENCE CORPORATION
HELPING ORGANIZATIONS BECOME EXEMPLARY

Turn Negative Into Positive Action

"Learned optimism" - the ability to interpret negative events in positive terms, can boost your productivity.

To give yourself a mental edge:

- **Devise three solutions** to any problem. By forcing yourself to identify a trio of options, you leave less time for anxiety. You'll also gain momentum by seeking more creative solutions.
- **Reframe upsetting situations.** That's better than allowing your mood to deteriorate.
Example: Replace thoughts of "That customer was so rude" with "That person must really be having a bad day."
- **Embrace each challenge** on its own terms. Don't assume problems are here to stay or that negative, unbreakable patterns must block your success.

Source: *Communication Briefings*, as adapted from *Shape*, Weider Publications.



*Watch out...
Your attitude is showing!*

Success Is In Your Attitude

By Will & Suzi Helmlinger

A recent cartoon showed a man in a business suit ready to leave the house for work. With his hand on the doorknob, he said to his wife, "If I'm not back in 15 minutes, it means I probably got on the bus and went to work." How many people do you know with this kind of attitude? When did you last feel the same way?

Many of the hiring managers and employees we speak with regularly agree that success is in your attitude. But while everyone has attitudes, yours may not be the right ones for success in the job you hold, the career path you've chosen, or the company where you work. Every time we ask clients and prospects why people leave jobs, the answers boil down to one word — *attitude*. Statistically, 80 percent of people leave a company/job because of a personality or attitude difference. Our experience indicates it is closer to 99.9 percent. People may cite reasons such as better pay, better working conditions, less travel, company values more in alignment with their own—the list goes on. Yet the underlying causes versus the symptoms of turnover suggest the reason is directly related to attitudes and values that are incompatible.

Tremendous research has been conducted regarding attitudes and values. The more you understand the underlying attitudes that drive the values of the company in comparison to your own, the better likelihood you have of a successful employment match.

Attitudes can be broken down into six main areas. Everyone is a combination of all these attitudes, but people subconsciously rank attitudes according to their own view of what's important, with the highest priority attitudes receiving the greatest attention.

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Consider this example: A senior-level accounting professional that had been working for a non-profit company decided it was time to find an opportunity in the for-profit sector. He was hired, in part, because of his experience, skills, education, and intelligence, but no consideration was given to his natural behavior style and attitudes. Making money was not a top priority to him, especially at the expense of possibly hurting others. This attitude was diametrically opposed to what the company expected from him. Soon he was looking for a new job.

This kind of mismatch occurs on a regular basis because companies do not know how to identify their company attitudes, or they choose not to. Applicants are equally guilty. In a recent article, Peter Drucker posed these questions: "How do I perform? What are my values? Where do I belong? What shall I contribute?" Such questions can be difficult to answer, but they must be addressed if you are to understand yourself completely and find the job, career, and company where you will be happy and where you can support the company's attitudes and values.

The six attitudes that you need to identify and prioritize are:

1. Am I driven most by the search for truth and knowledge?
2. Does striving for money, wealth, or net worth rank as my number one priority?
3. Are personal power, control of my life, and perhaps control of the lives of others most important to me?
4. Are harmony, form, symmetry, grace, and beauty the experiences that interest me the most?
5. Am I kind, sympathetic, unselfish, and looking out for others—at the utmost a "people person"?
6. Is seeking out unity, order, and tradition most important to me?

While everyone is a combination of these attitudes, each individual and company will rank them differently. When differences occur, stress grows within a job and performance suffers. The eventual result is turnover.

Recently we created a standard, or benchmark, for a company that needed to analyze the attitudes of employees within a key job category to improve employees' success ratio in that position. The company knew who the top and bottom performers were, but could not identify the attitudes that led to success in the job.

Continued on next column -

We identified attitudes 2 and 3 as common to the top performers. Employees who were not stellar in their job performance revealed 5 and 6 as their driving attitudes. Recognizing this, our client is now on course to begin hiring candidates who have the right attitudes.

The next time your hand is on the doorknob with the thought of returning in 15 minutes, remember to examine your attitudes and those of your work environment for compatibility.

Note: Suzi and Will Helmlinger, M.A., co-own The Resource Development Group.

Behaviors For Success

Busy professionals with a strong desire to achieve sometimes fall into slumps, which can destroy creative drive. Do your best to avoid these slumps by accepting that you cannot do everything. Delegate responsibilities to others qualified to perform the task. They should share your goals for success.

- ◆ **Be a lifetime learner.** Don't assume you've learned all you need to know. Have a plan for personal growth and work on challenging goals in all areas of your life.
- ◆ **Be proactive.** Solve problems before they occur. Carefully plan procedures to prevent problems and proper handling in the event they do happen.
- ◆ **Communicate your goals.** Let others know how they can help you achieve them. Listen carefully to information they provide you.



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484 Stony Hill Rd

Yardley, PA 19067

215-321-8914 215-790-6276 Fax



E-mail: info@ResultsRegister.com

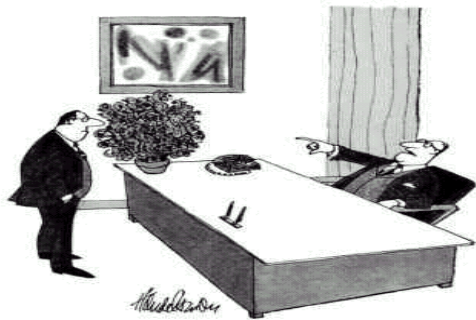
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"A good education is not so much one which prepares a man to succeed in the world, as one which enables him to sustain a failure."

– Bernard Iddings Bell, Chaplain, University of Chicago



"I hereby empower you, Ambrose T. Wilkins, to water my plants. And let's hear no more talk about how I never delegate authority."

Mistakes = Success

Success comes from making many mistakes and learning from each experience. The most successful people in the world are the ones that are willing to take the most chances and make the most mistakes. Mistakes are the only way that we can advance.

The biggest obstacle for most people that don't achieve their goals or use their full potential is that they are afraid to make mistakes. Yes, afraid to make mistakes, and mistakes are the biggest factor in being successful - as you can see, most people sabotage themselves.

The key for people that fear making mistakes because they believe it will make them a failure, is to realize that the fear of mistakes costs them a fortune - it holds them back from being a success.

Solution: See mistakes as progress and an opportunity to learn. Mistakes are critical to ensure success.

- ❖ What mistakes are you afraid of making?
- ❖ What is this costing you?
- ❖ What are 3 action steps that you can take today?
- ❖ What is the worst that could happen? Best?

– By Kevin Lawrence

Web Site Of The Month



Put the U.S. government at your fingertips with the *Blue Pages*. This site is your on-line guide to the United States Government, covering

everything from Agriculture and Food to Travel and Leisure, including local and state info. Check it out at: www.usbluepages.gov.

one minute ideas

Literacy, Learning, & Improvement

People are the common denominator of progress. So no improvement is possible with unimproved people and advance is certain when people are liberated and educated. It would be wrong to dismiss the importance of roads, railroads, power plants, mills, and the other familiar furniture of economic development. But we are coming to realize that there is certain sterility in economic monuments that stand-alone in a sea of illiteracy. Conquest of illiteracy comes first.

John Kenneth Galbraith, *The Affluent Society* (1958)

Most corporate executives spend less than 3% thinking about the future of their business. This equates to 15 minutes a day in a 50-hour workweek.

Competing from the Future by Gary Hamel

"If you can dream it, you can do it."

– Walt Disney



Communication Basics –

A large percentage of a person's day is spent communicating with other people such as customers, employees, and managers. This communication can be in person, on the phone or in writing. Even your body communicates a message when you haven't said a word. Being able to communicate effectively is an important skill that can be learned.

Some of the basic communication skills are:

1. Use statements such as "I need", "I feel", or "I want", to show ownership of your message.
2. Be complete and specific with your message. Define your expectations. Don't expect others to guess or anticipate what you need or want.
3. Be sure that your verbal and nonverbal messages are consistent. If you look angry but sound happy, you will confuse the emotion you are trying to express.
4. Be redundant. Present your message in more than one format to be sure that everyone "gets it".



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THE QUINTESSENCE CORPORATION 215-321-8914 or Fax 215-790-6276

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