

Setting and Achieving Professional and Personal Goals for the New Year:

10 Principals to Guide You



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Presentation by Elissa Maier**

Unetaneh Tokef

“You, indeed, judge and admonish, discerning our motives, and witnessing our actions. You record and seal, count and measure; You remember what we have forgotten.

You open the Book of Remembrance, and the record speaks for itself, for each of us has signed it with deeds.”



A New Year's Resolution



Principal #1

Own your Choices – Be Proactive



“Our behavior is a function of our decisions, not our conditions.”

Stephen Covey



**We don't see things as they are,
We see things as we are.**

Reactive vs. Proactive



- There's nothing I can do
- That's just the way I am
- He/She makes me so mad
- They won't allow that
- I can't
- If only
- Let's look at alternatives
- I can choose a different approach
- I control my own feelings
- I can create an effective presentation
- I choose
- I will

Change your Reaction



ADAPT

- Look at the big picture – what is the long term impact?
- Reframe – build a more positive perspective (opportunity out of crisis)
- Determine what is reasonable

ACCEPT

- Acknowledge the uncontrollable
- Look for the upside
- Let go of the anger

Principal #2

Know where you are going




“Good leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion”

Jack Welch

Who are you?



- **If you could be a fly on the wall, how would you want someone to describe you?**
 - Personally
 - Professionally

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- **Each day should contribute in a meaningful way to the vision you have of your life as a whole.**
 - **It is easy to get caught in the activity trap.**
 - **What happens when we work “harder and harder at climbing the ladder of success only to discover it is leaning against the wrong wall.”**

Stephen Covey



**Management is doing things right,
Leadership is doing the right
things.**

Kotler & Bennis

Principal #3

Prioritize

- 1. Identify and articulate your priorities**
- 2. Organize around those priorities**
- 3. Learn to say “no”**
- 4. Evaluate and assess on a continual basis**
- 5. Confirm that your priorities are in line with your vision**



Determining Priorities

	Urgent/Critical	Not Urgent/ Not Critical
Important	I Crises Deadline-driven projects Pressing problems	II Relationship Building Planning Anticipating and preparing for challenges
Not Important	III Interruptions Phone Calls E-mails Meetings	IV Busy work Trivia Enjoyable activities Time wasters

Principal #4

Leadership is all about relationships



- Leaders who attract followers – need to be needed
- Leaders who develop leaders – want to be succeeded

- Leaders who attract followers – develop the bottom 20%
- Leaders who develop leaders – develop the top 20%

- Leaders who attract followers – focus on weakness
- Leaders who develop leaders – focus on strengths

- Leaders who attract follower – treat everyone the same
- Leaders who develop leaders – treat individuals differently

- Leaders who attract followers – spend time with others
- Leaders who develop leaders – invest time in others

- Leaders who attract followers – impact only people they touch
- Leaders who develop leaders – impact people beyond their reach

Principal #5

See first to Understand, then to be Understood

Stephen Covey



- **Most people listen with the intent to reply, not to understand**

Listening Tips



- **Pay Attention – mentally focus on what is being said**
- **Stay engaged in the conversation**
- **Show that you are listening (eye contact, nodding)**
- **Offer feedback that show you hear and understand what is being said**
- **Defer judgment, withhold your opinion**

Principal #6

Communicate Effectively

1. State my views without asking for the views of others	1 _____ 5 _____ 10	State my views and ask genuine questions to understand the views of others
2. Don't share relevant information	1 _____ 5 _____ 10	Share all relevant information
3. Assume we have all the information	1 _____ 5 _____ 10	Ask questions for clarification to be sure all questions are addressed
4. Keep my reasoning and motivations private	1 _____ 5 _____ 10	Share rationale, intent and motivation
5. Act on untested assumptions as if they are true	1 _____ 5 _____ 10	Test assumptions and inferences

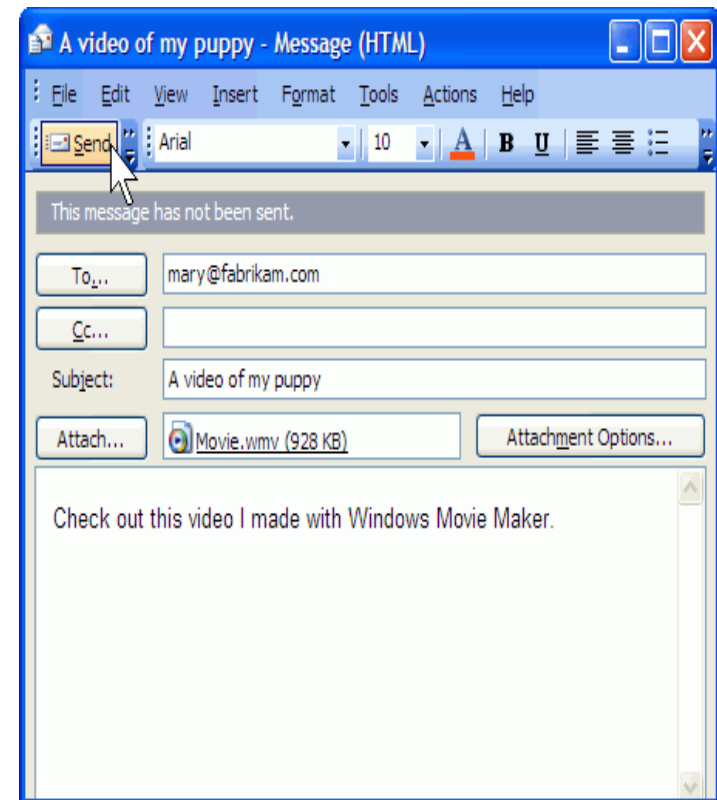
Communicate Effectively



6. Control the conversation, the options, and the decision	1 _____ 5 _____ 10	Problem solve as a team
7. Focus on positions, not interests	1 _____ 5 _____ 10	Focus on interests, not positions
8. Avoid/save face on difficult issues	1 _____ 5 _____ 10	Discuss the difficult
9. Treat others depending on who they are	1 _____ 5 _____ 10	Treat others with consistency
10. Treat others without respect or sensitivity	1 _____ 5 _____ 10	Treat others with respect and sensitivity

Netiquette

- Is your content appropriate to be sent via e-mail?
- Double check that you are sending the e-mail to the right person
- Control your emotion – you might need to wait a little while and review once again before you hit send
- Re-read your e-mail – does it say what you intended?
- Nothing is private!



Principal # 7

“Work the Room”



- **What is happening around you?**
- **How are other's feeling?**
- **Task vs. Relationship**
- **Are you addressing the real problems?**
- **Beware of “they” – what's the real issue**

Principal #8

Be Self Aware



- **Are people hearing what you are saying correctly?**
- **Are you hearing what is being said?**
- **Be aware of what you are communicating – not just the words you are saying.**
- **Have good advisors.**
- **Talk the talk and walk the walk.**

Principal #9

Build Trust



- **Solve problems through direct communication/ personal interaction**
- **Share information**
- **Share credit**
- **Admit mistakes and lessons learned openly**
- **Follow through on commitments**
- **Communicate changes immediately**

Principal #10



I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Maya Angelou

Hayom Harat Olam

“Today the world IS born”



Resources



- **The 7 Habits of Highly Effective People**
Stephen R. Covey
- **The 21 Irrefutable Laws of Leadership**
John Maxwell
- **The Secret** – by Ken Blanchard and Mark Miller
- **What Leaders Really Do** – by John P. Kotter

