**Quick Wisdom from bobb biehl**

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**4th GRADE**

Age 9 is the single most shaping year of a human’s existence. It’s when our comfort zones for adulthood are established.

10% RULE

How can you say what you’re trying to say with 10 % of the words, time and money you’re using? This is a real fog-cutter in all of your communications, proposals, speeches, literature, etc.

Simplify ... the fewer words we use, the more successful the result.

**60% RULE**

 Investing 60% of your time on a project does not guarantee its success, but each project which receives less than 60% of your time will be only mediocre compared to what it could be if you focus on it. What should have 60% of your focus? What should be the 60% focus of each of your staff members?

$2,000 / HOUR

Ask yourself what professional activity you do that’s worth $2,000 per hour. Ask yourself what activity you do that’s worth $2 per hour. Then concentrate on the big items, and try to eliminate the $2 items.

**ACROSS-THE-BOARD CUTS**

Across-the-board cuts are rarely wise. It is far wiser to cut an unproductive area by 40% and add 20% to a successful program’s budget than to cut both by 10%.

**ACT NOW**

Act now. Action is the key to success. It unlocks all plans, dreams and hopes. If you think you are the best but don’t act to become the best, you will be nothing. Act to do better than you have in the past. Don’t act to exceed others. They may have more or less ability than you. Act so you can surpass yourself. – *Robert Fraley*

**ADVISORS**

Develop a personal advisory group of 10 wise friends you can email or call, who have agreed to respond within an hour to give you quick input on any issue when you have to take a public stand in front of the media in a fast-developing story.

**ANONYMOUS GIFTS**

A visible gift typically returns to you a seconds-long "Thank you!" An anonymous gift

            typically returns a lifetime of pleasant, heart-hidden memories. Which do you prefer?

**ASKING**

Ask the questions the president asks, and you’ll act more like the president acts.

**ASSIGNMENTS**

If you’re trying to decide who’s the best person to help you, give each person a small, simple assignment. You’ll soon see who *stands out* in the way he or she completes or fails in the assignment. If there’s still a tie, give another, slightly harder assignment.

**ASSUMPTIONS**

“All miscommunication is the result of differing assumptions.” -- *Dr. Jerry Ballard*

Assumptions are what you believe to be true whether they are or not*.* They’re what you believe to be true but have not proven.If I knew 100% of your assumptions, I could predict 100% of your behavior since all behavior is based on assumptions.

List all assumptions bearing on a situation that’s creating frustration, pressure and tension, and you’ll quickly see what’s causing the problem.

**ATTITUDE**

Over the next decade of your life …

a positive attitude *(I can do it - or, at least try it)* will help you drift up.

a negative attitude *(it can't be done - I can't do it)* will help you drift down.

**AUDIENCE**

 “Live life with an audience of One (God).” – Os Guinness

**AUTHORITY**

Authority is the ability to make the final decision without asking anyone else. Always clarify the limits of your authority when given or giving a responsibility.

**BALANCE**

Realistically, we can’t always control our schedules in life. Imbalance is often the result of the lack of balanced scheduling. Therefore, you often create balance in your life by what you allow to be scheduled.

Schedule your activities (family vacations, long weekends, rest times, planning retreats, key meetings, conventions, etc.) several months – even a year – in advance. You’ll be proactively controlling your life, not just reacting to others’ requests or demands for your time. Be proactive, not reactive. You’ll be out of balance occasionally, but keep proactively scheduling balance and breaks back into your life.

At this point in your life scheduling your priorities into your calendar a year in advance may be the only way to achieve any semblance of stability. Seven areas of life need to be kept in basic balance:

- Financial

- Marriage and family

- Personal growth

- Physical

- Professional

- Social

- Spiritual

**BALCONY PEOPLE**

My wife Cheryl attended a conference where the speaker talked about *balcony* people who are your “cheerleaders” and *basement* people who “try to bring you down.”

You need to listen to negative people or people who point out realistic roadblocks, etc. But you need to identify your “cheerleaders” who believe in you, affirm you, build you up. Concentrate on the positive things you’re doing right, not just what you’re doing wrong. Contact each person, thank them for the positive role they’ve played as one of your *cheerleaders*, your *balcony* people.

**BE YOURSELF**

 Would you like to spend the next 10 years of your life with people who don’t accept you for who you are? Decide who you are, and let those who accept you for who you are become your lifelong friends. Those who won’t accept the real you aren’t your real friends; don’t worry about their view of you.

**BEST**

Pursue the best, not the good or even the better. Good and better are often enemies of the best. Wise people waste no energy on pursuits for which they aren’t fitted.

“They are wiser still who, from among the things they can do well, choose and resolutely follow what is best.” -- *William Gladstone*

**BHAG**

BIG, HAIRY, AUDACIOUS GOALS!

**BELIEF**

 What do you believe in enough to invest 30 years of long days and short nights to accomplish?

**BELIEVE**

 What 10 things do you absolutely believe?

 1.

 2.

 3.

 4.

 5.

 6.

 7.

 8.

 9.

 10.

 These form the foundation on which you’re building your life.

**BELIEVE**

 Napoleon Hill wrote:

 **“*Whatever your mind can conceive and believe, you can achieve.”***

 I disagree, but I agree 100% with this modification:

 “***Unless your mind can conceive and believe, it can never achieve.”***

**BOARDS**

NEVER have two boards in one organization. Have a Board of Directors and an Advisory Council --not an “Advisory Board.” Those on your “Advisory Board” will think they’re on your “Board of Directors!”

**BOTTOM LINE**

To get to the *heart* of a person’s self-concept, have them complete this sentence:

“

 a \_\_\_\_\_.” Typical responses: salesman ... teacher ... professor ... pastor ... businessman … entertainer, etc.

Ask a friend to give you a *bottom line* assessment of another friend using a slight modification. Complete this sentence: “Bottom line, I see \_\_\_\_\_\_\_\_ as a \_\_\_\_\_\_\_\_\_\_\_.”

**BOULDERS**

 “What 3 things can we do in the next 90 days to make a 50% difference?” -- Steve Douglass

**BRAND**

A brand is what you want to “burn into the brain” of all who encounter you. It’s a key in helping an organization focus its identity. These are components in one’s brand:

1. Logo
2. Organizational name
3. Tagline – ideally a 3-word slogan

**BREAKTHROUGHS**

Concentrate on solving your team’s single greatest restriction, bottleneck or barrier.

**BUMPER STICKER**

Reducing your team’s focus to a “bumper sticker” slogan quickly focuses your thinking and your communications.

**BUSINESS**

The longer you’re in business, the easier it is to stay in business.

“Whenever you are starting a new project, buy short! Buy less than you project you’ll need. It’s better to pay a little more up front than to have a warehouse full of unused materials.” -- *Dr. Ted W. Engstrom*

**CAPACITY**

 *Capacity* is a key in building a major organization. Let’s say you’re going to build a team to *champion* a major cause in the world. You start with one fully-equipped, full- time person to help you, giving you a major increase in capacity. Imagine your capacity to influence the world if you add the following number of fully-equipped, full-timers:

3

30

300

3,000

30,000

300,000

 Do you see the difference that increasing capacity could make in effecting change?

**CASH**

When your outgo exceeds your income, your upkeep will be your downfall!

 “What percent of profit are you expecting from your three main profit centers?”  *-- Ken* Willig

**CAUSES**

As much as possible, ignore symptoms. Deal with causes!

**CHANGE**

 Change typically represents both possible opportunity and possible loss. The most positive changes you introduce into an existing organization can make you look or feel as if you’ve failed., so prepare for resistance. Here are three proven principles in introducing change:

1. Unless you want something you don’t have, change has little appeal. Introducing change is easiest when it will satisfy a big, commonly felt need. Without an adequate answer to the question, “Why,” the cost of change always seems too high.
2. Give people time to process change, express concerns, ask questions and give their opinions. Consider modifying the changes if their comments make sense. People may not understand what’s involved and so cannot offer meaningful comments.
3. Typically, change is easier if presented as a simple “refinement” of the way things have been done rather than as a big, new, major change!

 Be a lifelong student of effectively dealing with change that’s imposed on you, and anticipate the impact of the change you bring on others.

**CLARITY**

Become an *island* of clarity in a *sea* of confusion.

**CLEAR THINKING**

“A country music song is just three minutes of clear thinking.” -- *Lyle Lovett,* country songwriter / singer

**COLLECT QUESTIONS**

If you ask profound questions, you get profound answers. Ask shallow questions, and you get shallow answers. Worst of all, if you ask no questions, you get no answers! The better the questions, the faster you get better insights.

**COMMITMENT**

Of all the things you’ve said that you want to do in the future, which do you really, really, really mean?

**CONDITIONS**

“What would I have to do to be fired … or to get a raise?” *— Ben Clark*

**CONFIDENCE**

Confidence is a by-product of predictability -- socially, physically, financially, professionally, etc. No predictability, no confidence. Lots of predictability, lots of confidence.

 If you’re strong and coordinated, you can run, walk or jog with great confidence. It’s very predictable. But if your knee keeps “popping out,” you won’t walk or run with the same degree of confidence.If confidence ever falters, forget hype … focus on restoring predictability. When predictability returns, confidence returns.

**CONFIDENCE**

 If you’re struggling with confidence, do these three things:

 **\* DEFINE YOUR SINGLE GREATEST STRENGTH.**

 Operate in your strength areas whenever possible.

 **\* DEFINE YOUR PERSONAL PRIORITIES**.

Ask Steve Douglass’ profound question: “What 3 things could I do in the next 90 days that would make a 50% difference in where I’ll be at the end of the year?”

 **\* KEEP A LIST OF YOUR POSITIVE PROGRESS**.

When you’re discouraged *(as every leader is occasionally)*, review / update your “POSITIVE PROGRESS LIST.” Focusing on these principles, your life will become far more predictable, and you’ll be far more CONFIDENT!

**CONFRONTATION**

Move your approach from CONFRONTING to CLARIFYING, and your anxiety level will drop dramatically. If CONFRONTATION stresses you, substitute CLARIFICATION.

**CONTEXT**

Nothing is meaningful without context. Comparable sales in the recent past is the context which gives meaning to your home’s valuation. Eternity past and future is the relevant context for our lives.

**EFFECTIVENESS**

 “Efficiency is doing things right; effectiveness is doing the right things.” -- *Dr. Peter F. Drucker*

**ELEVATOR SPEECH**

If you had to tell the basic story of your organization or program to a stranger on an elevator as you travel between the 1st and 12th floors, what 1-3 main points would you make to give a quick, accurate overview of your work?

**ENCOURAGEMENT**

Are you a discourager or encourager? Do you look for reasons why something will likely not work *(discourager)*? Or do you look for ways to help something work *(encourager)*? These people, if left alone, figure out how to be self-encouraging.

 To encourage yourself without needing others to do it for you, focus on three questions:

 1. What are my long-term priorities?

 2. What are hopeful signs that this project will actually work?

 3. What have I learned from what I’ve experienced?

 Keep focused on answering these questions, and you’ll be a self-encouraging person.

**ENCOURAGEMENT**

 Anything that gives hope for the future of our dreams is encouraging. Anything that dims hope is discouraging. When trying to encourage a friend, look for solid reasons that your friend should be even more hopeful that her or his dreams are real. Share those reasons with your friend. As your friend sees the hope, he or she will be encouraged.

**ENCOURAGEMENT**

The vast majority of projects, huge or tiny, in all of human history have stopped or gone on to successful completion while balancing delicately at one critical point on a word or sentence of encouragement!

**ENCOURAGEMENT**

Lack of encouragement is a major cause of turnover in business and in homes. When your team is discouraged, STOP and focus on your past MILESTONES. 99% of the time your team will move quickly from feeling discouraged to encouraged. This is the fastest way to lift team spirit. Be an encourager by bringing hope for the future, and you’ll always be welcome!

**ENTHUSIASM**

 Enthusiasm based on reality is inspiring and contagious! Enthusiasm based on fantasy is entertaining, often comic and sometimes disillusioning.

**EXCITEMENT**

What are you really, really, really *(Yes, you need to repeat “*really” *three times)* excited about today? This is a non-threatening but very profound question.

**EXPECTATIONS**

 The difference between what you expect and what you receive can be very small but

 is always significant. If you expect to receive $100 but get $99, you’re disappointed and perhaps angry. If you expect to receive $100 and get $101, you’re happy and appreciative. Always give more than expected, even if it’s a penny, a minute or a mile.

**EXPECTATIONS**

When you give less than others expect, you make enemies. When you give more than others expect, you make friends.

**EXTRA MILE**

 What would “going the extra mile” mean in your work? How many dollars would “going the extra mile” cost you? What difference would it mean to your business reputation?

**ETERNITY**

 *“And time shall be no more...”* One day God will *step into history* and decree that time shall be no more. One reason God gives us prayer is to force us to have an eternal perspective about time. We live in eternity, not just time. Someday the pressure we feel or the deadline we face won’t exist. Every injustice or act of cruelty on earth will be balanced by five minutes in the splendor of Heaven. It’s critical to see our time pressures on earth in *light* of eternity.

**EXECUTIVE ASSISTANT**

If you need an executive assistant but don’t have one, you’re already paying for one whether you have one or not!

**EVERYONE IS NOT LIKE ME**

 One of the most common assumptions we make is “I guess everyone is basically like me.” This is incorrect and very dangerous. Since no one is like you, it’s important to understand how you are unique, to accept that uniqueness and focus its strength in the direction you want to go in life.

 If you assume everyone is like you, you won’t be looking for your uniqueness. You’ll assume that what’s hard for you is hard for everyone -- not true. You’ll assume that what’s easy for you is easy for everyone -- also not true.

 This is your uniqueness. Look for areas you find easy and what seems to be *second nature* but which other people find difficult, almost impossible. This is the uniqueness upon which you should build your strengths for the future.

**FACTS**

 What we assume to be true is not always actually fact. Which of today’s “facts” are temporarily and unnecessarily limiting actions that you should be taking today?

“Once the facts are clear, the decisions jump out at you.” -- *Dr. Peter F. Drucker*

**FAILURE**

 Everyone fails in life, even one who thinks that by never trying he or she will never fail. This person has already failed to try. Failure isn't failure unless we don't learn from it.

“Failure was a part of God's training school for the disciples over 100 times in the Gospels.” -- *Dr. Roland Niednagle*

**FAILURE**

Success is the feeling you get when something works. Failure is the feeling you get when something doesn’t work -- when you don’t do what you’d planned to do. Both success and failure are, in essence, simply feelings!

 When you get to the very essence of a situation, your profound question becomes:

 *Did what I tried this time work or not?*

**FAILURE**

If you experience a catastrophic failure, divide it into its ten sub-failures. You may find that one of the ten succeeded well beyond expectations but has been overlooked in the process. In the center of a huge failure, look for successes and lessons upon which you can build future successes.

 **FAILURE**

A failure here and there in a long string of successes actually has several advantages.

  Among them is a compassionate empathy for friends who are experiencing failures.

**FAILURE**

Unfortunately, some find it easier to *imagine failure* than *success.* Be careful about where you allow your imagination to focus.

**FAILURE**

Regard anything that didn't work just as you’d hoped it would as helping you grow

toward realizing the potential which God knows lies within you.

**FAILURE**

How often does the word “failure” cross your mind? A phobic fear of failure is a fear of something that might fail, not a reminder of lessons learned from actual failures. Don't let phobic fear of failure keep you from accomplishing your priorities in the real world.

**FAILURE**

See failure as:

• temporary chalk on the blackboard of your life.

• a temporary feeling when something didn't work just as you’d imagined it.

**FAILURE**

With every brush with the feeling of failure, ask yourself these two questions:

"What did I learn not to do next time?"

"What did I learn about me in this process?"

When you focus on the value of lessons learned, the painful feelings associated with something not working will be dramatically reduced – even energizing!

**FAILURE**

Failure is only a part of life, not the whole! I’d loan more money to a person who’s failed and come through it with integrity than to a person who’s never failed.

|  |
| --- |
|  |

**FATIGUE**

 Green Bay Packers Coach Vince Lombardi had a sign made which read:

**“Fatigue makes cowards of us all.”**

 Fatigue makes us introspective and negative, doubting ourselves in areas where we’re very confident when rested. Tasks that seem easy when we’re rested seem almost impossible when we’re exhausted. Avoid making big decisions when emotionally or physically fatigued. Before confidence returns, GET SOME DEEP REST!

**FATIGUE**

 When a person says, “I’m really tired,” start listening and encouraging. If you try to sell and convince a fatigued person, you‘ll only overwhelm and alienate.

**FATIGUE**

 You can accomplish twice as much with natural energy as with forced energy. If you’re in deep fatigue, go into a state of deep rest until you feel rested again. Work on natural highs, and don’t fight your natural cycles. Be a careful student of your own natural energy cycles.

**FEAR**

*Perfect love casts out fear*. When you’re afraid to speak in public, remember this Biblical truth. Typically, fear is very self-centered: “Will I look bad?” When you focus on loving and serving your audience, fear begins to go away. Before I understood this, I became absolutely panic-stricken when I got up to speak. I’d have huge *butterflies* in my stomach. Now I get excited but never nervous when speaking. TRY IT. IT WORKS!

**50-YEAR VIEW**

Ask yourself:

**“What difference do I want to have made 50 years from today?”**

People who can answer that question are far clearer in their thinking than those who are focused on this question:

**“What difference do I want to have made 5 years from today?”**

The 50-year question let you focus your core values, unclouded by current realities.

**FILING**

Make careful notes of what you see and experience. A filing system for your own thoughts - as well as those of others – is fundamental to maximizing your leadership.

**FINANCIAL MENTORS**

Many pastors are uncomfortable with financial matters. I often suggest forming a Pastoral Advisory Council of two to five lay people they know who seem to have the “Midas touch.” I suggest they get together once a quarter and lay all their information on the table, then ask, “What would you do if you were I?”

Or identify one person with the “Midas touch.” Ask them to serve as one of your financial mentors. Meet for a long breakfast once a month / quarter / year to review in total candor your finances, answering this question, “If you were I, what would you do?”

**FIRST**

You may not be the first to think of a great idea, but you can be the first to act on it!

**FOCUS**

Focus always precedes success. Without focus there’s only limited success. Every leader has struggled at times with focus. The difference between great leaders and those who struggle to lead is that great leaders have a way to re-focus. They never get out of focus for more than a few days at a time.

 Schedule 2.5% of your time to focus. Many times I’ve asked, “Does it make sense to you that if you take 2.5% of your time to focus, the remaining 97.5% will be more productive than 100% of your time would be without focus?” Everyone says, “Yes.”

 Schedule half a day each month for the next year – right now! Don’t let your schedule become so full that you don’t set aside “focus” time. Tell yourself, “Today I’ll look at my priorities for the next year, the *big picture*, to make sure I’m on track.”

**FOUR STEPS**

One of the most common assumptions that’s erroneous and dangerous is “I guess everyone is basically like me.” This is wrong because everyone is not like you. In fact, no one is like you. Here are the four steps of seeing a person in relationship to yourself:

1. Everyone is like me.
2. Everyone is not like me.
3. No one is like me.

4. It is OK to be me.

Since no one is like you, it’s important to understand how you are unique, to accept that uniqueness and focus your strength in the direction you want to go in life.

**FREEDOM**

**Five Keys to Freedom:**

KEY 1.  **FOCUS ON CHRIST** and grow in your faith.

KEY 2. **REST IN GOD'S SOVEREIGNTY** by keeping an eternal perspective.

KEY 3. **BE GOD'S STUDENT** by learning from your pain.

KEY 4.  **KEEP LIFE SIMPLE** by setting boundaries and taking responsibility.

KEY 5. **FOCUS ON THE POSITIVE** “Remember what you have and have done.” – *Bo and Gari Mitchell*

**FRIENDS**

 Candidly, would you rather spend an hour with someone who uses that hour to answer your questions or with someone who spends it listening carefully to your answers? Which do you want for a long-term friend? What does your answer tell you about what you’re looking for in a friend? What else are looking for in a friend?

**FUN**

Fun is “uninhibited spontaneity.” Things that are inhibited and not spontaneous seem boring. Think back to the last time you were having fun. Why was it so much fun? The activity was uninhibited and spontaneous. Don't forget to have lots of fun!

**FUTURE**

 “If a man were to know the future three days in advance, his family would be wealthy for generations.” – *Ancient Chinese proverb*

**GIFTS**

Some of the most meaningful gifts you’ll ever receive or give cost nothing but thoughtfulness and time.

**GIVING UP**

You’ve heard the noble, inspirational but unwise advice, "NEVER GIVE UP!" Give up and "hang in there" when it’s appropriate! Wisdom includes knowing when it’s wise to quit and when to keep going!

**GOALS**

 “A person tends to overestimate what can be done in one year and underestimate what can be done in five.” -- *Dr. Ted W. Engstrom*

**GOALS**

 “Your purpose should be set in concrete, your goals in sand ... not the other way.”

 -- *Bill Owen*

**GOD**

 If God does not, exist, it changes everything! If God exists, it changes everything. God does exist, and that changes everything!

**GRAPHS / CHARTS**

A picture is worth 1,000 words. A graph or chart is worth 10,000 numbers.

**GROWTH**

Focus on quality, and be aware of the numbers.

**HABITS**

 Doing something once is not a habit. Doing something twice the same way is a start in the direction of a habit. Doing something the same way hundreds of times forms a habit.

 Thirty years from today what single positive / helpful habit would you most want to have formed? Do it once today. If you continue doing it daily, before you know it, it becomes a very helpful, lifelong habit.

**HAPPINESS**

Happiness is the feeling you get when you have what you want or want what you already have**.** By focusing on what you have, you’ll be a lot happier than focusing on what you want but don’t have. How can you help someone be happy today?

**HEART**

“When you meet a man, you judge him by his clothes. When you leave a man, you judge him by his heart.” *– Ancient Russian proverb*

**HEART TO HEART**

 Your heart-thoughts are the thoughts that you haven’t yet shared with anyone. When you share them, and a friend shares her or his, you’re having a heart-to-heart conversation.

**HEART**

 What three questions would you most like to ask a close, trusted and wise friend?

 1.

 2.

 3.

 Just answering this question gets you in touch with what’s heavy on your heart at the moment. Next, in your heart of hearts what are your own answers to your own questions? Next, write your answers; you may be surprised at what wise insights are already hidden deeply in your heart and mind. Seriously ... write your answers now!

**HILL TO DIE ON?**

“I'm willing to compromise about many things but not the Word of God. We don't have to get together. The Southern Baptist Convention doesn’t have to survive. I don't have to be the pastor of Bellevue Baptist Church. I don't have to be loved; I don't even have to live. But I will not compromise the Word of God.” – *Adrian Rogers*

**HONESTY**

If you can’t trust a person at every point, don’t trust the person fully at any point.

**HUMAN RELATIONS**

If you have two basically equal companies, the one with the most effective HR department wins long-term!

**HUMILITY**

You can tell a person’s true humility by whose agenda he or she is really on.

**IDEA**

“You need a big idea to run for president.” – *James Carvel*

**IDEAL**

What is the ideal in this situation? Develop an insatiable commitment to the ideal.

**IDEAL YOU**

 What would the ideal you be? What does God have in mind for you? Where’s the gap between the ideal you and the real you? How can you close it a bit today?

**IF**

 Have you ever been at a point where you didn't know which way to go? I was when I met a friend of my father-in-law, Joe Kimbel, named Dr. Bob Walker, then owner of *Christian Life* magazine. He asked me, "Bobb, if you could do anything and had unlimited time, energy, and money, what would you do?" That question instantly helped clarify my entire future.

 Since then I’ve added, "If you had unlimited time, energy and money, if you knew you couldn't fail and if God told you that you're free to choose, what would you do?” I’ve asked people who are seeking clear life direction this question hundreds of times, and it always seems to help clarify the future.

**IF**

“If I had \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, I would \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.” — *Moshe Rosen*

**IF**

If you could only accomplish three measurable things before dying, what are they?

**IF**

If you were president of your organization, what are the first three things you’d do? Why?

**IGNORED**

When you feel ignored, you want someone to see you not just for the role you play,
 the service you give or your performance. You’re really hoping in your heart-of-hearts that someone will see the real you. Relate to needy people: visit a prisoner, an elderly person in a retirement center, a child in the hospital. As you focus on others, they’ll begin to see your heart, and you’ll no longer feel ignored.

**IMPORTANT**

 Why is each person you meet important? The question is not “Is this person important?”

 When you come to see why this person is important, tell her or him what you’re seeing.

 Depending on where they area in life, your observation will be affirming, clarifying, encouraging, even transforming!

**IN / ON**

“What percent of your time are you working IN your organization? What percent are you working ON it?” *— Michael Gerber*

**INFLUENCE**

 “If you want to convince a man of anything, you must first convince him that you’re his true friend.” -- *Abraham Lincoln*

**INFLUENCE**

“One of the most effective ways to influence a decision is to volunteer to handle the problem.” -- *Dr. Robert C. Andringa*

**INFLUENCING**

When you influence a child, you influence a life. Influence a mother or father, and you influence a family. Influence a president, and you influence an organization. Influence a pastor, and you influence the church. Influence a leader, and you influence all who look to her or him for leadership.

**INFORMAL RESEARCH**

You can learn as much as 80% of what you need to know about a subject by asking the right 10 people the right 10 questions in less than 10 minutes each. The other 20% of what you need to know takes $100,000+ for formal research. “Test before you invest!” Before investing large dollars, survey 10 prospective buyers. If 8 out of 10 say, “No!” keep looking. If 8 out of 10 say, “Fantastic!” you may be on the right track!

 **INSECURE**

 When things are out of control, we tend to feel insecure. The first way to feel more secure is:

 • Focus on getting things under healthy and appropriate control.

 • Focus on your strengths. What do you do best? What do you consider your “single greatest strength?” Focusing on your strengths increases your sense of security! Focus 85% of your time on your strengths and 15% on your growth areas.

 Confidence is a byproduct of predictability. Focus on the most positive, predictable areas of your life, and your confidence and sense of security will grow.

**INSIGNIFICANCE**

 The feeling of significance comes from making a difference. Define the difference you really want to make in life. Ask yourself, “If I could only accomplish three measurable things before I die, what would I most want to accomplish?” Make a list of any progress you make toward these goals. Each step will reassure you that you’re making a valuable difference. Your contribution is significant, whether anyone else sees or cares!

 Make a complete list of all the significant milestones you’ve accomplished in life.

**INTEGRITY**

 Integrity is knowing what’s right and wrong and consistently doing what’s right, regardless of consequences.

 An early integrity warning light is whether or not you’d want everyone you respect to see you do what you are about to do. God sees your heart and knows if you’re doing what you know is right. This is where integrity and conscience meet.

**IRRESISTIBILITY**

Until a product or service is irresistible *(Its value far exceeds price)* to those who need it the product isn’t ready to market. All things being equal, the more you’re able to increase the value and reduce the price of your products and still make a reasonable profit, the more you’ll sell!

**IRRITATION**

“The size of a man is measured by what gets him upset.” -- *Paul Weaver*

**JESUS**

“Make much of Jesus!” – *Pastor Larry DeWitt*

**JUDGMENT**

Judgment is putting the right amount of weight on the right variables. Don’t put a nickel’s worth of time on a thousand-dollar problem or a thousand dollars’ worth of time

 on a nickel problem. Where should you put most of your time at this phase of your life?

**LEADER**

“Goliath never died until David showed up. God was there the whole time. Leaders have to show up.” – *Bill Hossler*

**LEADERSHIP**

 How would you define leadership? I’ve found, through many years of talking with people about leadership, that if you ask 50 people you will get 49 answers.

 **After working with high-level leaders for thirty years, I define leadership as:**

Leadership is knowing what to do next, knowing why that’s important, and knowing how to bring the appropriate resources to bear on the need at hand.

**CHRISTIAN LEADERSHIP IS ...** knowing what Jesus would do next ... why He’d do it ... and how He’d marshal the resources to meet the need at hand.

**LEADERSHIP**

*85% of the time leadership is …*

D – DIRECTION: Defining clear direction

“My first responsibility as a leader is to see. If I can’t see, I’m like the blind leading the blind.” – *John H. Patterson*

 O – ORGANIZATION: Building the right team

“The role of an organization is to maximize the strength of the individual and make the individual’s weakness irrelevant.” -- *Dr. Peter F. Drucker*

C - CASH: Having enough money

When your outgo exceeds your income, your upkeep will be your downfall.

**LEADERSHIP**

“The privilege of rank is to sit higher in the foxhole.” -- *Bill Bullard*

**LEADERSHIP**

The three enemies of great leadership are:

1. **FOG**

Your favorite sports car – even with a 500 hp engine – can only go about 2 mph safely in a dense fog. With a “foggy” brain you can’t realize your natural “horsepower.” The quicker you clear your head, the quicker you can be at full throttle mentally!

1. **FATIGUE**

According to the late, great Green Bay Packers coach, Vince Lombardi, “Fatigue makes cowards of us all.” It turns us introspective and negative. Fatigue warps our objectivity in decision-making. Avoid making a critical decision when fatigued. When a person says, “I’m really tired,” start listening and encouraging.

1. **FLIRTATIONS**

You’re tempted to flirt with a wide variety of ideas / relationships with which you should not be flirting.

**LEADERSHIP**

Every organizational unit is a direct reflection of the leadership it’s been given. The longer the leader has been in place, the more direct the reflection!

**LEARNING**

Learning comes from listening to others via arguments, books, conversations, lectures, etc. Learning also comes from listening to yourself via arguments you have with your own reasoning, conversations and points you make on the spot, and lectures you’re preparing, etc. Listen to and learn from yourself!

**LESS AND LESS**

 Recently I was with a friend named Larry DeWitt. Larry said, “Bobb, I know you’re fascinated by asking questions. I’ve been asking myself this one almost every day for three years.”

I said, “One question every day for three years? What’s that great question?”

Larry answered, “What’s important?”

“’What’s important’ – that’s the question?”

He said, “Yeah.”

“What are you finding? What’s the answer?”

Larry said, “Less and less. What I used to think was important isn’t.”

 When you take time to focus, say to yourself, “There are a thousand things I could do, but what are the few things I cannot *not* do? What are the things I have to focus on?” Ask yourself, “What’s really important, and how can I make sure to get it done?”

**LIFE**

Life is a marathon, not a sprint. This is an easy one to forget.

**LIFE MESSAGE**

If you could stand on a platform for 15 minutes, talking to every person alive, what

would you tell them? *This question helps focus your LIFE MESSAGE!*

**LIFEWORK**

This is the work (*career, job, ministry, profession*) you’d be happy doing the rest of your life. The work you’re being paid to do which you’d do even if you weren’t getting paid.

**LISTENING**

What’s the most frequent thing going on in your brain as you listen to a friend?

 Are you listening more to something in the background?

 Are you thinking about another person / place / situation altogether?

 Are you trying to really understand the point he or she is sharing?

 Are you trying very hard to hear the emotional cry of this friend’s heart?

 Are you waiting impatiently to respond to her or his current words?

 Are you wishing this conversation would end?

 Seriously, what’s typically going on in your brain as you “listen” to a friend?

**LISTENING**

Ask yourself at the end of each day: “What helpful life insight did I learn today by listening?

**LISTENING**

 Listening to another person’s perspective on an issue is smart. Sharing your perspective on an issue is smart. Wisdom is required to know when to share your perspective and when to simply learn from another’s.

**LONELY**

 Not all loneliness is social. In what areas of life are you lonely (socially, financially, spiritually, physically, professionally)? Loneliness is not just being alone. You can be alone and not be lonely. You can be lonely in the middle of a large crowd of people.

 You probably have many friends and family members who are not physically near you now. Remember that you still have many friends who are currently somewhere else. Make a list of your “life-long friends,” regardless of where they are at this moment. Give one a call, or drop them a note.

**LOVE**

*If you could only know one thing about a pastor and had to predict his success or failure at the church, what would you want to know?* “Does he love the people?”

– *Lovina Kimbel*

**MANAGEMENT**

Management is responsible for maximizing time (planning), energy (people) and money (capital).

**MEDIOCRE**

 Investing 60% of your time in a project does not guarantee its success. But investing less than 60 % of your time guarantees mediocrity. I didn’t say it guarantees failure. Your project may be successful, but projects are mediocre compared to what they could be if you focused 60% of your time, energy and money on one project.

 Make a list of your current projects. Identify the one that’s worthy of 60% of your time. Let the rest of your projects get mediocre results in order to achieve excellence in your top priority project.

**MEMORY GRID**

 Anything you’ve read 100 times, you’ve memorized it if you planned to or not.

 Highlight insights from this document that you want to memorize. Read and re-read them. Each time you re-read them, put a check in the grid below. When the grid is full, you’ve memorized insights which are mission-critical for you and your future.



**MENTORING**

|  |
| --- |
|  |

 Ideally, mentoring is a lifelong relationship in which the mentor helps the protégé to realize his or her God-given potential. The mentoring time is focused by two profoundly simple questions asked by the mentor:

 What are your plans?

 How can I help?

 Find a mentor and become one!

**MERGERS**

Most mergers are actually acquisitions.

**MILESTONES**

You’ve succeeded in doing a lot of things right. Make a list of things you’ve done right in your life. Whenever you get discouraged, get out your “POSITIVE PROGRESS LIST.” Reviewing it will be one of the quickest ways to restore confidence.

**MODELING**

 If your daughter, son, disciple, protégé or student uses your life as a model, what will they become? Protect what they’ll become by protecting what you’re becoming.

**MOMENTUM**

Movement momentum is energized more from slogans, war cries or bumper stickers than from complex formal mission statements. Samples are:

Come Help Change the World!

Today the Campus – Tomorrow the World!”

Kill the Cat!

Mission statements or purpose statements are more effective for internal use. Make sure the board and executive team are on “*exactly the same sheet of music.”*

**MONEY**

When you can’t figure out what’s going on in an organization, watch where the money goes, how it flows from the time it comes in until it goes out. You may be surprised.

**MOTIVATION**

 In life we’re driven by our past (*phobic fears)* or pulled by our future (*dreams).*

 Realistically, we’re both driven by our past and pulled by our future. Which provides the primary motivation to get you out of bed each morning?

**MOTIVATION**

To motivate a discouraged friend, find one bit of genuine hope that her or his original dream is still possible. When your friend has a dream that he/she genuinely believes in, they’ll be self-motivated!

**MOTIVATION**

Nothing motivates like results!

**NAIVETE**

 Being naïve isn’t a sin, but taking advantage of someone who is ... is!

**NEEDS**

People do what they do for one or more of eight reasons. They want to be:

 Accepted

Admired

Appreciated

Loved

Recognized

Respected

Significant

Secure

*These are insatiable needs. We all need all of these. But different individuals rate them very differently on a 1-10 scale.* From *Why You Do What You Do* by Bobb Biehl

**NEGATIVE**

Focus on what’s right and positive. Don’t dwell on negatives. Was the family you grew up in typically positive or negative in their talk, approach to life or view of you? Even if you grew up in a very negative family, you can learn to be more positive by focusing day after day on what’s going right, the positive side of things, the “half full glass.”

**NEGOTIATION**

 A high percentage of what you do is working with teams in negotiating deals, buying cars, selling houses -- anything where you’re trying to come to agreement. The essence of negotiation is that you get more, and I get less, or I get more, and you get less. That’s not fair, not good, not the Golden Rule. It’s not doing unto others as you’d have them do unto you. What you want to move toward is at least a win--win where you win and I win. But the real magic happens when you win, I win **AND** our customers / clients / stakeholders win. That’s a **TRIPLE win!**  Ask the profound question, “How can we move to a **TRIPLE win**?”

**NERVOUS**

All social fear is actually self-focus. When you focus on others and their needs more than your own, your fear will be drastically reduced. This is true if you’re giving a speech, meeting a new person, attending a meeting or going to a party. Remind yourself how much you really care for (love) the person or audience you’re nervous about, and in many cases your fear will vanish. You may still feel the excited adrenaline rush about your encounter, but the fearful nervousness will be severely diminished.

**NEW NORMAL**

 When I was working on my master’s degree in counseling from Michigan State University, I did a summer internship program observing a psychiatrist. A young father came in and said, “Doctor, we just had our third child. When are things going to get back to normal?” The doctor replied, “Young man, this is your new normal.”

 As you grow older, you have more time commitments and things that seem out of balance. There are times when you have to say, “It will never be as simple as it was when I was ten years younger.” This is your new normal.”

**NEW POSITION**

Ask this question when assigning any new position or considering or accepting any new position: What do we really want to preserve, avoid and achieve?

**NEW POSITION**

When you start a new position, it takes approximately four years to get up to full speed.

**NOTHING**

Nothing energizes like a dream.
 Nothing clarifies like measurability.

Nothing intensifies like reducing the time to the target.
Nothing motivates like results!

**OBJECTIFY SUBJECTIVE FEELINGS**

How would you rate \_\_\_\_\_\_\_\_\_ on a scale of 1 to 10 where 1 equals \_\_\_\_\_\_\_\_ and 10 equals \_\_\_\_\_\_\_\_\_\_? This is a very simple way to communicate “gut “or “intuitional” assessment in a mutually understandable, numeric way.

**OFFICE OF THE PRESIDENT**

The president’s role is to strengthen the organization. The office of the president’s role is to strengthen the president! This concept is not reserved for the president of a country. It can be used very wisely in a larger organization.

**ONE TEAM**

“One team” -- including all paid *(staff)* and non-paid team members *(volunteers)*,-- is the big view of your total team and a great annual theme.

**ORGANIZING**

When you’re given a task:

1. Spend most of your time deciding what you’ll do.

2. Break the tasks into workable units.

3. Find the right person to work each unit.

4. Give him or her the tools and training needed to do the job.

5. Check on him or her and encourage relentlessly.

6. Replace those who don't perform.

-- *Gen. Matthew B. Ridgeway*

**OUTSIDE THE BOX**

 **“**Who are our CUSTOMERS? What do they NEED? What BUSINESS are we really in?” *– Dr. Peter F. Drucker*

Our customers are already outside of our thinking. These questions *pop* us into their world very quickly and out of our own limited mindset.

**OPPORTUNIST**

 An opportunist will take advantage of you to get what he or she wants. An opportunity- oriented person will work with you to see and seize an opportunity that will help the entire team accelerate growth toward a team dream!

**OPPORTUNITY**

 Some people (15%) are **goal-**oriented. Most people (80%) are **problem-**oriented. A few (5%) are **opportunity-**oriented.

 The opportunity-oriented person is often:

 • frustrated with the goal-setting process as being too restrictive.

 • frustrated with the problem-solving process as being far too focused on obstruction and not on the dream.

 • highly motivated by an option that‘s just come to light that could dramatically accelerate the team’s progress toward the team’s dream.

**OPPORTUNITY**

 **“**Last year’s unexpected success is next year’s opportunity.” – *Dr. Peter F. Drucker*

 Staff always resists the change necessary to take full advantage of an opportunity. Have each person on your team identify what surprised them with how successful it’s been.

 1. What was our largest, unexpected success last year?

 2. Why are we resisting the change required to take full advantage of this unexpected success?

 3. How can we take last year’s unexpected success to 10 times its size?

 4. How can we take last year’s unexpected success to our entire nation?

 5. How can we take last year’s unexpected success to its ultimate success globally – over the next 50 years?

Opportunity accelerates your progress in the direction of your dreams!

**ORGANIZATION**

To be really organized you need four tools to have “a place for everything and everything in its place:”

* + *Calendar –* to remind you of “to do” items on future dates
	+ *Contacts –* keep track of people you know and how to reach them
	+ *Filing system –* store items and not lose them
	+ *“To do” list –* remember to do things you don’t want to forget

**ORIGINAL**

See the thing the first time. Anyone can see it the second time.

**OVERWHELMED**

 There are times in life where new things hit us, and we feel completely overwhelmed. Once I work my way out of the “pit,” I take time to reflect on this process I used to regain my balance, so I can dig myself out of the pit faster next time. Here it is:

* STOP ... Recognize it ... Admit it … “I’m feeling overwhelmed!”
* ASK ... “Am I tired?” ... Vince Lombard observed, “Fatigue makes cowards of us all.” And it turns us introspective and negative.
* UPDATE / CREATE my “Life Milestones List.” Remembering past accomplishment brings deep encouragement.
* SHIFT from “what I lack to what I have.” Move from negative to positive.
* It takes four years to get up to speed in any new position!

 Year 1: **Orientation**

 Year 2: **Experimentation**

 Year 3: **Evaluation**

 Year 4: **Acceleration**

This rule of thumb is not shortened by how smart a person is. It takes the same four years. It’s not shortened even if the person is transferring or being promoted from within the organization. It takes the same, very predictable four years.

 • UPDATE my ... Refocus my thinking.

 *\* Visual Perspective Chart* ... On a sheet of paper draw a stick person (that’s you!) in the center. In each corner put one of these headlines: (1) GOALS, (2) UNANSWERED QUESTIONS, (3) STRESS and (4) GREAT. Draw three lines beneath each heading. Fill in the blanks to give you a picture of all the pieces of your life that you’re trying to put together.

• STOP comparing yourself to anyone else. If you do, you’ll feel superior or inferior.

• REMEMBER heaven -- It puts all of this life’s pressures and priorities in perspective!

 Now you have a process to get balanced faster when there’s no one to help you dig out.

**OVERWHELMED**

 Here’s a simple 4-step process that’s really helped over the past 30 years:

1. Before you go to bed tonight, make a complete list of everything you have to do, want to do, should do, ought to do ... without planning to do any of these tasks **today**. Then go to bed early.
2. Get as much rest as you can. Sleep in!
3. Mark items on your list that **must** be done. Focus on one of these “must do” items, and get as much done as you can.
4. Make a list of what you get done. Having a list of milestones is always encouraging.

 Doing these four things will make a huge difference in your overwhelmed feelings.

**OVERWHELMED**

Every major new project seems overwhelming at first. Make a list of things to do;

prioritize the list; then take step one.

**PASTOR**

It takes three years to move from being the “new preacher” to being “my pastor.” A preacher needs to go through a few emotional *valleys* with a parishioner (*marrying daughters, burying parents, etc*) to become “my pastor.”

**PEOPLE**

Over the past 75 years I’ve observed that people:

1. Do what makes sense to them
2. Want to grow and grow best with genuine encouragement
3. Want to understand themselves
4. Don’t want to fail even if they may not know how to win
5. End up doing what they want to do ... more often than they end up doing what they should or ought to do
6. Tend to overestimate their contribution to an organization

**PERSPECTIVE**

Perspective is worth 50 IQ points. You can be brilliant but have some really “goofy thinking” if you lose perspective.

**PERSPECTIVE**

You’re God’s student, not life’s victim!

**PERSPECTIVE**

An effective way of helping an organization quickly gain perspective is to ask three simple, but profound questions:

“Where have we been? Where are we? Where are we going?”

-- *Dr. Ted W. Engstrom*

**PERSPECTIVE**

To a hammer, everything looks like a nail.

**PERSPECTIVE**

 From God’s perspective everything that happens to you today, both good and bad, is meant to help you grow in the direction of trusting Him and helping you to become a fully mature human being.

**PERSPECTIVE**

 A **goal-oriented** person assumes success comes from setting and reaching short, mid- and long-range goals on the way to a dream. A **problem-oriented** person assumes success comes from solving problem after problem, removing roadblocks. An **opportunity-oriented** person assumes success comes from seizing unexpected opportunities. All three perspectives are needed and helpful on the way to a team dream.

**PLAN**

“Plan for the worst ... pray for the best.” – *Don Hodel*

**PLANNING**

The higher you go up the chain of command, the more time you need to set aside to plan your activities and the activities of others. A private in the army does no planning – only what the sergeant commands. A sergeant does some planning … (what to command the privates to do). A general needs nearly 100% of her/his time to plan what the entire army will do. At this phase of your professional development what amount of time per year/quarter/month/week/day do you need to set aside for planning?

**PLANNING**

 **A PLAN** – a written statement of a group’s assumptions about its direction, its organization and cash

 **A STRATEGIC PLAN** -- a group’s assumptions about where it wants to be in the next 10-50+ years

 **AN ANNUAL PLAN** – a group’s assumptions about what it hopes to accomplish in the next year to move in the direction of its 10-50+ year future

**PLANNING**

**D = DIRECTION**

What should we do next? Why? (Use the Strategic Planning Arrow.)

**O = ORGANIZATION**

Who’s responsible for what and whom? Do we have the right people in the right places? (Use the Organizational Chart and Team Profile.)

**C = CASH**

What are our projected income/expenses/net? How can we afford it? (Use the Budget and 7 Vital Signs / 5 Critical Standards.)

**T = TRACKING**

Are we on target? (Use Reporting Questions.)

**O = OVERALL EVALUATION**

Are we achieving the quality we expect and demand of ourselves? (Use the Annual Career Path Discussion.)

**R = REFINEMENT**

How can we be more effective and more efficient in moving toward the ideal? (Use the Process Charting.)

**PLANNING**

I ‘ve asked probably100 executives, “Does it make sense to you from a human perspective that 85 % of leadership boils down to these three points?

1. Direction … crystal clear

2. Organization ... the right team

3. Cash ... enough money”

All have said, “At least 85% ... probably more!”

Planning is evidence of your faith, not a contradiction of it.

**PLANNING**

 “A business can tolerate a truly enormous number of errors in details if the strategic direction is relevant and correct.” *– Richard S. Sloma*

**PLATFORM**

Imagine you’re standing in the very center of a completely flat field surrounded by 100,000 people, all there waiting to hear you give a 15-minute speech.

 **If you could select your ideal audience of 100,000, who would they be?** What percentage would be men, women, young, old, Christian, non-believers, healthy, sick?

**THAT’S YOUR TARGET AUDIENCE.**

**If you could speak on any topic you choose -- summarized in a single**

**word – what would your general topic be? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

e.g. evangelism … discipleship … warning … inspiration …

motivation … parenting … mentoring.

**THAT’S YOUR LIFE MESSAGE FOCUS.**

If you could talk for just 15 minutes, what would you to tell them?Assume all could speak English. Assume this would be the only time you could speak to them. Assume your talk would be broadcast “live” to billions worldwide*.*

**THIS IS****YOUR LIFE MESSAGE!**

If all 100,000 adults are your exact height, speaking to each other in a normal volume, and if you’re also in the middle of the crowd talking in a normal tone, how many of the 100,000 could hear you? Not many.

If I give you a one-foot stool to stand on, now how many could hear you?

On a 3-foot stool?

On a 5-foot stool?

**THIS IS YOUR ORGANIZATION’S PLATFORM**.

If I put a huge speaker on each corner of the 5-foot stage but had no power for the speakers, how many could hear you?

**THIS IS YOUR COMMUNICATION SYSTEM.**

If Iran a power cord so you could plug the speakers in, connect you to a microphone and flip the “ON” switch, how many could hear you?

**THIS IS** **YOUR AVAILABLE CAPITAL**.

**NOW** how many will hear you say **“GOOD MORNING!?”**

**POLICY**

Policy is what we always do or what we never do. Financial policy is what we always do, or never do, when it comes to money. Personnel policy is what we always do, or never do, when it comes to people.

**PROGRESS**

This is an exhaustive list of things you’ve done *right* in life. It’s helpful to refer to for restoring life perspective and a positive attitude in discouraging times. Take an hour today and make this list. Keep it handy and current. It’s not a “brag list.” You may choose to not even show it to others.

**POTENTIAL**

“What you can do with things increases infinitely when you focus your thinking on their potential.” — *Aristotle*

**POSTIVE FOCUS**

It may take several years, but you can learn to use your analytical skills to see what’s right with a person or situation instead of focusing on what’s wrong. Make a list of all the positive things you can think of about the person you’re frustrated with or the situation you find yourself in today. Starting today you can start becoming more positive for the rest of your life!

**POSITIVE OR NEGATIVE**

 Does your natural reaction to a new idea drift positive *(I can do it)* or negative *(it can’t be done ... or, at least, I could never do that)*? Why? What specific bits of practical advice from well-meaning friends in the past almost instantly limits your imagination?

 What difference would it make if you allowed your first reaction to any idea to be positive instead of negative for at least 10 minutes?

**POWERFUL SERVANT**

When asked to help, be a “powerful servant.” We aren’t “saviors” in our attitudes.

We’re here to serve. When a friend asks, “Can you help me?” say, “I’d be happy to ...” Do the job, then see if there are other ways you can help.

**PREPARATION**

 You’ll rarely be considered for a position -- and certainly not offered a position --

 for which you aren’t prepared. When an opportunity comes, it’s too late to prepare. God

 is preparing you today for the opportunity that only He knows you’ll have in the future.

**PREPARATION**

“If you knew you were going to be president of an organization in 5 years, what would you have to know, do or become to feel and be ready?” -- *Mary Graham*

**PRESIDENT**

 Ideally, a president has strengths in (or is developing in) the following areas:

1. ACTION-FOCUSED
2. BIG PICTURE-ORIENTED
3. CHARISMATIC
4. CONFIDENT
5. COMMUNICATIVE
6. DECISIVE
7. FINANCIALLY ASTUTE *(organizationally)*
8. FINANCIALLY SUCCESSFUL *(personally)*
9. FOCUSED
10. HEALTHY AND ENERGETIC
11. INSPIRING
12. INTEGRATED
13. NATURAL AT LEADING
14. MARKET-SENSITIVE
15. NETWORKED
16. ORGANIZATIONALLY MATCHED
17. POSITIVE IN ATTITUDE
18. PRESIDENTIAL IN BEARING
19. RELATIONAL
20. RESPECTED
21. SMART
22. SOCIALLY-SKILLED
23. SPIRITUALLY MATURE
24. SPOUSE-SUPPORTED
25. SUCCESSFUL *(personally)*
26. TEACHABLE
27. TEAM BUILDER
28. TRUSTWORTHY
29. VISIONARY
30. “WIN BIG”- FOCUSED VS. “GET BY”– FOCUSED

 On a scale of 1-10 how do you rate in these 30 areas? Where do you need to grow as president? Where do you need to grow to be ready to be a president?

**PRESIDENT**

If you were made president of your organization today, what are the first three things you’d do? Thinking like a president is great preparation to be president!

**PRESSURE**

When you’re feeling enormous pressure, if possible lengthen the time horizon. Something that has to be done in one month puts far more pressure on you than if the same thing can be done over the next year.

**PRESSURE**

Feeling pressure often comes from having far more things to do than you can possibly get done. Divide your tasks into:

*• what you would* ***like***to do

• what it would be ***nice***to do

• what you ***have* to do**

• what you ***cannot not d****o*

Postpone what you can for as long as you can. Concentrate on one item at a time, not everything at once.

**PRIDE**

People cheer when a proud person fails and when a humble person is promoted.

**PRIMARY RESULT**

 A primary result is the single best measurable indicator that your organization is accomplishing its mission. What’s your primary result? Are you accomplishing your primary result? How can you better accomplish your primary result?

**PRIORITIES**

 All priorities are measurable, but not all are goals. There are three kinds of priorities:

 GOALS – measurably adding to the existing system – ADD IT!

 PROBLEMS – measurably solving problems in the existing system ... FIX IT!

 OPPORTUNITIES – measurably seizing something ... GRAB IT!

**PRIORITIES**

“If you’re Noah, and the ark is sinking, look for the elephants first!” *— Vilfredo Pareto*

**PRIORITIES**

Priorities are targets, not whips!

**PRIORITIES**

“Strategy is important. There are strategic points which, if captured, make easy all that lies behind them. We must know what they are.” There are:

strategic classes,

strategic races,

strategic times,

strategic methods and

strategic places -- *Dr. John R. Mott*

**PRIORITIZING**

From any long list always ask: what are the 10 most important *(highest priority)* items? Of the top 10, what are the top 3 most important? Of the top 3, what’s the #1 most important? Start with number 1!

**PRIORITIES**

“Deciding what NOT to do is as important as what to do.” -- *Rev. Archie B. Parrish*

**PROBLEMS**

What huge problem are you dealing that you’d happily pay 10% of your annual salary to have solved for you? Seriously! Do not to ignore this question. Start concentrating on this specific problem; it’s a huge roadblock to your entire progress!

“Never try to solve all of your problems at once; make them line up one-by-one.”

*-- Richard S. Sloma*

**PROBLEMS**

 “Bring me options and solutions, not problems.” *— Paul Weaver*

**PROCESS**

A step-by-step process is the key to diagnostics and maximizing transferability.

**PROFIT**

“What percent of your actual profit comes from each of your three main profit centers?” – *Ken Willig*

When you chart your answer, you’ll gain a very fascinating insight into your work.

**PROPOSALS**

Ask your staff member to write a memo explaining in detail their need for additional funding. As the leader, you can simply add a cover letter or even a “sticky” note, and it becomes a proposal to a large donor.

**PROTOTYPE**

 A prototype is something that’s worked well in one setting under one leadership style.

 A model is something that’s been documented and has worked well in three different settings under three very different leaders. It’s dangerous to move to a major “roll out” from a prototype. Wait until you have a proven model.

**PURPOSE**

Why are you doing what you’re doing? This is your **MISSION**.

**QUESTIONS**

Why is asking questions so important? Without questions we simply cannot make clear distinctions. No distinctions, no wise decisions, no wise action. No wonder questions are such powerful tools. No questions = no wise action!

**QUESTIONS**

If you ask profound questions, you’re more likely to get profound answers! If you ask shallow questions, you get shallow answers! Worst of all, if you ask no questions,
you get no answers at all!

**RAISE**

“What would I have to do to get a raise? What would I have to do to get fired?”– *Ben Clark*

**READING**

Read books imagining that you’re having a conversation with the author. In some chapters you’ll agree; in others you may not. Question, discuss and debate concepts presented. See reading a book like discussing what the author has learned about the subject. Just because it’s in a book doesn’t mean it’s all true or right. A book means a real person like you had the discipline to write out her or his thinking. Reading lets you have stimulating conversations with a wide variety of people without leaving home.

**READING**

“Suggest to all young parents that they read to their children.” – *Rich Buhler*

**REALITY**

 In this situation where’s the proven potential vs. the potential potential?

**RECORDS**

People love to see records broken. Sports celebrates truly exceptional athletes who are establishing exalted records that are being approached and broken! Fans fill stadiums ... drive for miles ... sit in blizzards to watch these records topple! What records do you need to establish and track as a motivating device for your team?

**RED / YELLOW / GREEN**

RED / YELLOW / GREEN is how we evaluate alternatives and arrive at wise decisions.

RED is a stop light: “Stop... don’t go on ... I don’t agree with this direction.”

YELLOW is caution: “I don’t understand ... I need more information.”

GREEN is a go: “I agree ... let’s go ... A-OK!”

Read an item and ask, “Is it green?” Teach people to answer or shout ... “GREEN!” If you change the question, this confuses the group, and they won’t answer properly. If you keep the question the same, a rhythm develops, and the group enjoys the process. If anyone answers, “Yellow” … or “Red,” mark and come back to that item when you’ve completed the list. Then go back through the Yellows and discuss them to the point where all of the Yellows turn either Red or Green. Then discuss the Reds until they’re Green or are removed from the list. As a rule, this process works quickly.

**REFINEMENT**

Never recreate the wheel. Never stop refining the tire.

**REPORTING**

Assuming your staff members have clear priorities in place, the following are the primary questions you need to ask when you meet:

**• What progress have you made?** – *Celebrate with the team!\**

**• What plans are you making?** – *Alert the team to new directions.\**

**• What unexpected success surfaced *since we last met?*** *– Future opportunity\**

• **What are your prayer requests today?** – *as appropriate\**
 **• How are you doing personally?** *– On a scale of 1 to 10?*

**• What decisions need to be made?** – *ASAP to continue in your work*

**• What problems do you have at the moment?** *– blocking your progress*

\* Best shared in group settings

**RESENTFUL**

You cannot be truly thankful for something and resent it at the same time. Ask yourself what valuable life lesson you’ve learned from the situation or person you’ve been resenting. The more you’re thankful for this person or situation, the less you’ll experience the energy-evaporating emotion of resentment.

**RESULTS**

Track results, not activity!

**RESULTS**

When you discuss results with your team, talk about them in public. When you discuss problems, talk about them with your team behind closed doors. When the world *sees* you, they’ll see your accomplishments, not your problems. Saying that you have no problems would be dishonest, but using discretion concerning those you share your problems with *is* wisdom.

**RESULTS**

Nothing motivates like results.

**RISK**

“It’s far better to risk over-investment of time in productive planning than to rely on ad hoc solutions to unpredictable problems.” -- *Richard S. Sloma*

**RISK**

“Until you know the worst that could possibly happen and the best that could possibly happen, your risk equation is incomplete.” -- *Paul Schultheis*

**ROADBLOCKS**

“Remove your three biggest roadblocks first. They’re the easiest to identify.” – *Rory Starks*

**ROADBLOCKS**

 Is your vision being held back more by things you need and don’t have or by things you have but don’t need?

**ROADBLOCKS**

 A crystal-clear dream of what life may be like someday incentivizes us to keep overcoming the roadblocks that are trying to keep us from achieving what we’re determined to do or become.

**ROADBLOCKS**

 Priorities are long-term. Roadblocks are short-term. It takes keeping focused on clear, long-term priorities to put up with short-term roadblocks which we all encounter.

**ROADBLOCKS**

 If your personal priorities are large and crystal-clear, your current roadblocks will

 seem manageable. If your personal priorities are small and foggy, your current roadblocks will seem overwhelming.

**ROADBLOCKS**

 What lessons can dealing with your current roadblocks teach you about how to deal with a similar but much larger roadblock that you may encounter in the future?

**ROADBLOCKS**

 Use roadblocks to identify real priorities. Currently, what are your most frustrating

 roadblocks?Answer this, and you‘ll have a clearer picture of your real priorities.

**ROADBLOCKS**

“Anything a man needs in his business, he’s paying for, whether he has it or not.”

-- *John W. Patterson*

**ROCKET**

What is our “Rocket?” What’s our one project / program / tool / service that everyone likes? If it “sells well” everything, else sells far better. If this one item goes “into orbit,” it takes everything else with it! Market your “Rocket!”

**ROOT**

What’s the root cause of our current problem? Focus on cause elimination, not symptom reduction.

**SALES**

 The important things to do are to improve our advertising and our sales force. If we get orders, we can easily manufacture the product and make proper records, but first we must get orders. -- *John W. Patterson*

**SALES**

What 5 products or services produce 95% of your sales? Focus your entire sales effort on these 5, even though you may keep 30 (+) SKU’s in your catalogue. You’ll build volume in 5 areas and realize major cost savings.

**SECURITY**

When people are financially secure, their actions seem more reasonable. The opposite is also true. When they’re financially insecure, they can behave in strange ways!

**SELF-CONCEPT**

Your self-concept is the sum total of all the adjectives you use to describe yourself. If your list of positives is longer than your negatives, you have a positive self-concept. If your negative list is longer, you have a negative self-concept. Personal growth occurs when you convert a negative into a positive. If you’ve seen yourself as undisciplined, but over time come to see yourself as disciplined, you’re experiencing personal growth.

**SEMINARS**

When you register for a seminar, schedule a day in the week following it to reflect on, prioritize and integrate what you learned.

**SERVANTHOOD**

NEVER FORGET! The one who would be the greatest leader of all must be the servant of all! The proper leadership question is: “How many people am I serving?” not “How many people serve me?” Which question are you actually asking?

**SERVANTHOOD**

“There’s always room for one more servant. The small area in the spotlight can get a bit crowded, but there’s always room in the shadows for the person who’s eager to serve.” -- *Leroy Eims*

**SHORT ACCOUNTS**

Short accounts lead to long relationships. Long accounts lead to short relationships.

**SIGNIFICANCE**

Significance is the feeling you get when you do something that lasts over time. The longer the results last, the more significant the activity feels. The only genuinely significant activity is that which lasts for eternity. Every other activity is ultimately only relatively significant! The universe is 12.7 billion years old, according to Hubble space craft mathematicians.But eternity was before time and will be beyond time.Something lasting only 100, 5,000 or 1,000,000 + years is only relatively significant.

**SIGNIFICANT**

 When I was 9 years old, I sold plaques for a dollar each. My Grandmother Donaldson bought one which read:

*Only one life, 'twill soon be past ...
Only what’s done for Christ will last.*

**SINGLE GREATEST STRENGTH**

 When I ask, “What is your Single Greatest Strength?” the typical answer has been on the character side: honesty, integrity, character, etc. I now ask a more specific question: “What do you do the very best?” You have many areas in which you’re as strong or stronger than most. It’s helpful to know your single greatest strength. It helps you decide what doesn’t require your unique strength and you can, therefore, stop doing it!

**SINGLE WORD FOCUS**

The single-word-focus question is one of my most trusted “fog-cutters”! What one word captures the essence of your:

• life’s direction

• organization’s focus

• next year’s theme

• sermon

• speech

• chapter

• presentation

When the founder of the Salvation Army, Gen.William Booth, was offered one word to go worldwide via telegraph, he simply sent “Others.”

**SINGLE WORD FOCUS**

I’ve written more than twenty books. Each one was hatched from a single word in my mind. Every chapter. Every story. All of it. Starting with that single word, I focus my thinking so fast *up front* that it saved me from hours of wandering in all the possibilities. It will save you hundreds, if not thousands of hours! Ask yourself this profound question:

**What’s the single word that best captures the essence of what I want to say on this subject?**

**SMART**

 What do you find easy that others find overwhelming or nearly impossible? This is where you’re smart!

**SOCIAL / CULTURAL FIT**

Usually when a smart, well-trained leader does not succeed in a given situation, a lack of a proper “social / cultural fit” is the problem. When you choose a person for a position,

pay special attention to the “social / cultural fit.” Invite the person to a social event with your top leadership team. Later ask those who attended how they feel the person will fit socially and culturally. This may sound primitive or unfair, but it will save an emotional trauma later if the fit is not right.

**SOME DAY**

Some day \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (person/organization) will be a world-class \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_!

**SPECIFIC**

“Get as specific as possible as quickly as possible.” *– Phil Anshutz*

**SPEED**

Spend time with someone who’s doing what you’re doing, but they’ve been who doing it longer and / or are doing it a lot better.

**START-UP**

In the first five years of starting an organization the two main land mines are typically

lack of money and the wrong people.

**START-UP**

“Start small ... let it grow if it will!” -- *Dr. James C. Dobson*

**STORY**

“What story has the magic? A magic title or headline needs to come out of the magic story.” — *Bill McKendry*

**STRATEGIC ALLIANCES**

Which ten individuals or organizations could be our strategic alliances?

**STRENGTH**

 “The role of an organization is to maximize the strength of the individual and make the individual’s weakness irrelevant.” — *Dr. Peter F. Drucker*

**STRENGTH**

Maximize your strength, and make your weakness irrelevant! Ideally, you want to work where you are:

 • strongest 80 % of the time

 • learning 15% of the time

 • weak and wobbly 5% of the time

**STRESS**

As much as 80% of all stress is caused by indecision or lack of control. If you’re under great stress today, as yourself:

1. What are the main things in your life that are out of control?

2. What are the three primary decisions you have to make in the next six months?

Focus on these areas. Any progress you or your team make in getting these areas under control or making these decisions wisely will start reducing your stress level.

**STYLE**

When someone is doing something in a way that displeases you, ask yourself if the way they’re doing it is:

ILLEGAL – against the law?

IMMORAL – against Biblical standards?

UNETHICAL – against local standards? Or just a STYLE difference?

**STUCK**

Do you feel stagnant, insignificant, trapped or stuck in a rut? If you could do anything you want, if God told you that you’re free to choose, if you had all the time, energy, money, staff and education you needed, if you knew you could not fail, what would you do?” Once you come to a clear answer to this question, begin taking “baby steps” in that direction. You’re beginning to work your way out of the RUT!

**SUBSTANCE ABUSE**

“All substance abuse is self-medication.” – *Dr. Joel Robertson*

**SUCCESS**

Success is the feeling you get when you accomplish what you set out to do. By this definition people could be successful at any level. If you plan to make $30,000 a year, and you make $31,000, you feel successful. If you only make $25,000, you don’t feel successful. If you plan to make $130,000, and you make $131,000, you feel successful. If you make only $125,000, you don’t feel successful. If you plan to make $1,300,000, and you make $1,300,000, you feel successful. If you make only $1,250,000, you don’t feel successful. Success is a feeling, not an absolute.

**SYSTEMS**

“Double the strength of the weakest link, and you double the strength of the entire chain!” – *Edward L. Gruman*

**TEACHABILITY**

Learn from everyone! Remain a lifelong student! You cannot give what you do not have, and you cannot teach what you do not know!

**TEAM**

 If and your friend have the same strengths, you may become very competitive with each other. If your strength is originating ideas, and a friend's major strength is implementing outstanding ideas, you may have a great, complementary team.

**TEAM DREAM**

Unify and energize your entire team by defining its “Super Bowl.” What do we hope to accomplish as a team?

**TEN YEARS**

 10 years from now how old will you be? At the end of this decade of your life, precisely what do you most want to ... Know? Do? Become? Have? Most want to help?

**THEORY**

 The only thing less practical than *theory without practice* is *practice without theory.*

**THINK ON YOUR HAND**

 “How to think” using your hand:

 Thumb -- Question?

 Pointer finger -- Priority?

 Middle finger -- What do I really think?

 Ring finger -- Why?

 Little finger -- How will I act?” – *Josh McDowell*

**THINKING**

 What are you thinking about most of the time when you’re alone? What does that tell

 you about you?

**THINK**

 Where do you go to think? Where do you go where there are no interruptions? Where do you go to reflect on your life and future? Where do you go to question what you‘ve heard? Where do you go to think for yourself?

**THINK**

 When you ask a friend a question, their answer is typically a combination of what they’ve thought for quite awhile on the subject and what thoughts that occur to them for the first time in response to your question. By asking questions you’re helping friends to not only tell you what they’ve historically thought but to clarify their thinking and think entirely new thoughts on your question.

**THINK**

History will judge if any of my thoughts are worthy of tumbling from mind to mind

 down through time. But that’s not really the issue. The real question is: have I stimulated you to think for yourself, to come to your own conclusions about life, to form entirely new thoughts that hadn’t existed before in human history?

**THOUGHTS AND FEELINGS**

 Two of life’s most welcomed questions coming from a friend are:

 What do you really think about \_\_\_\_\_\_\_\_\_\_\_\_\_?

 How do you really feel about \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?

 Ask them often of your close friends; don’t wait for them to ask you.

**TIME**

 “Your true adversary is time, not competition, not legislation, not the economy,

but time.” *— Richard S. Sloma*

# TIME

One very profound pivotal concept in keeping a crystal-clear focus is “time away.” At least once a year take a day away from the pace of life to get your head clear. Say, “I’m not going to do anything else – just rest and reflect.” Let the pieces fall to earth, and see which are really important. Today schedule your day to get away to rest and reflect.

**TIMING**

“It’s not what you know. It’s not who you know. It’s when you know it!” *– Ed Orr*

**TIMING**

God’s timing is perfect, even when it differs from our hectic schedules and expectations.

**TOOLS**

 “A man is paying for any tool he needs in his business whether he buys it or not.”

 *— John H. Patterson*

**TRANSITIONS**

Transition is a phase in which encouragement needs to be your focus as a leader.

In the middle of a transition keep your team focused on their progress. Every transition causes an increase in the stress level. It represents major new opportunity as well.

**TRENDS**

Nothing is meaningful without a context or comparison. A trend line establishes a context. As the trends change, the context changes and, therefore, so does the meaning of each of the facts you’re considering.

**TRENDS**

“Don’t only watch the trends – watch the bends in the trends.” *— Dr. Peter F. Drucker*

**TURN AROUND**

You can turn an organization around in 30 days by:

1. Hiring one desperately needed person
2. Firing one visibly problematic person
3. Stopping something the team knows should have been stopped long ago

The bottom line may not turn around in 30 days, but team morale will, and hopefully profits will be close behind!

**UNCREATIVE**

Everyone is creative. We just create differently. Some people create starting from a blank sheet of paper. Others create by adapting from models that have been successful for others. The adaptive creator takes the best pieces from a variety of places and combines them into something better than any of the previous models. Regardless of which way you create, you’re creative! Don’t compare yourself to anyone else. Just create the way you create naturally. Your way of creating is A-OK!

According to Derric Johnson, consultant to Walt Disney World, *“Walt Disney was once fired by a newspaper editor because ‘he had no good ideas’.’”*

**UNDISCIPLINED**

When you’re motivated, lack of discipline is never your real problem. It’s lack of motivation. Waking up early and getting ready for school may be a problem for your children -- except on Disneyland day, right? Instead of forcing yourself to be more disciplined, focus on setting clear, inspiring priorities for the future. Increased self- discipline will be an automatic byproduct.

**UNFOCUSED**

 Lack of focus typically results from having far too many things on your “To Do” list.

 First, ask yourself, “If I could only accomplish one goal, solve one problem or seize one opportunity in the next 12 months, what would it be?” Focus 60% of your time here.

 Second, ask the Steve Douglass question: “What 3 things could I do in the next 90 days to make a 50% difference?” FOCUS!

**UNMOTIVATED**

Are you feeling unmotivated, flat, low on energy or “lost” in life’s woods? Nothing motivates like results! Set aside some time to define clearly what results you want to achieve. If you’re achieving the right results, you’ll feel motivated. If you’re not seeing results, you’ll feel listless and unmotivated. The same is true of your team’s morale.

If a team is not seeing the right results, morale will always be low. If your team is seeing results they want to see, morale will be high.

**VICTIMIZED**

When you feel misused and abused, you may be seeing yourself as a victim. When we feel victimized, we focus on the wrong someone has done to us. This is negative and destructive. When we focus here, it will keep us focused on the past, eventually turning us into very bitter, negative, fearful people. Or we can look for “life lessons” we learned as a result of the wrong done to us. This is positive and constructive. It lets the wound heal, and we can move beyond the past into the future. See yourself as God’s student, not as life’s victim.

**VACUUM**

“Fill a vacuum (meet a need or want), and you go up! Don’t do what the boss wants done, and you go down.” -- *Gerald Oliver*

**VALUE**

 Ask yourself these questions to spot real value:

 Where is the real value?

 What will accelerate everything?

 What is profitable?

 What would someone pay hard dollars to have or experience?

 Where is the savings?

 Where’s the real breakthrough?

 Where’s the primary benefit?

 What are we dealing with here that we really need or want?

 What value are we not seeing?

 Where will the value be in 5-10 years?

 Now how do we maximize this newly-identified value?

**VALUE**

Don’t charge what a product, tool, resource or service cost you. Charge what it’s worth to the buyer.

**VALUES**

 If you could trade places with any human alive today, who would you trade with? What does your answer tell you about what you actually value today? If you wouldn’t trade with anyone, what does that tell you about what you actually value today?

**VALUES**

 If an observer is watching you and concluding what you value not by what you say but

 by what you actually do, what will they see that you actually value?

**VISIBILITY**

 When your Visibility exceeds your Ability, it destroys your Credibility.

**VISION**

Vision is seeing what life would be like *if* the needs which make us weep or pound the table were magically met. Your vision attracts people like gravity attracts things.

**VISUALS**

To a visionary, a picture is worth a thousand words. To a visionary, a graph or chart is worth 10,000 numbers. Use visuals when working with visionaries. Visionaries have an intuitive understanding of the implications of trends.

**VISION**

“My first responsibility as a leader is to see if I’m like the blind leading the blind.

– *John H. Patterson*

**VISUAL PERSPECTIVE**

Draw a picture of how you’re feeling right now. This gives you “visual perspective” and can snap “fog” into focus very quickly!

**WANT**

What do you really want from life? What do you really need to get there?

**WHAT IF?**

 Every dream starts with **“What if ...?”**

 Every form of creativity starts with **“What if ...?”**

 Every invention in history started with **“What if ...?”**

 Every imaginary thought has been stimulated by **“What if ... ?”**

 Some of my favorite “What if ... ?” questions are ...

 “What if we had to start over from scratch, what would we do?”

 “If we were to grow to ten times our current size, what would we need?”

 “If we could remove our single greatest roadblock, what would we do?”

 “If we had unlimited resources, what would we do?”

 “If we knew we couldn’t fail, what would we do?”

Today, how many times can you wisely use the profoundly simple “What if ... ?”

**WHO**

“Who said you couldn’t?” -- *Paul Van Oss*

**WISDOM**

You can be Einstein-brilliant, but if you do not fear the Lord, how wise are you? “The fear of the Lord is the beginning of wisdom” – Proverbs 9:10

**WINNING**

Focus is typically what distinguishes Winners and Losers. Winners are focused on “winning big!” Losers are focused on “getting by.”

**WINNING**

“You can't win ‘em all!” – *Robert L. Biehl* (my wise dad)

**WORDS**

The fewer words the better. Words often get in the way of communication. Use as few words as possible to make your point.

**WORK**

An activity is only work when you’d rather be doing something else. Find something you enjoy so much that you’d do it even if you didn’t get paid! Then do it so well and often, and someone will pay you to do it.

**WORTH**

 Your profound question is not how much something costs but how much it’s worth.

**YOUNG**

Young leaders see older leaders as older, but older leaders see younger leaders (over 30) simply as adults!

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