

# AWARENESS IS POWER®

## Insights for Business

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BAYLEY & BENDER, INC  
SUCCESS THROUGH INSIGHT!

### *Achieving Better Execution*

Executives in businesses of all sizes have experienced disappointment and frustration when trying to drive changes to achieve maximum business results. Many executives know and acknowledge that their biggest challenge is executing their plans.

Achieving Better Execution (ABE) is an ongoing series of principles that, when applied, lead to better results. I discovered these principles over 20 years as a leader of, participant in, and witness to change initiatives in companies ranging from start-ups to \$20 billion in annual sales, in many industries, private and public, and profit and nonprofit. *Implementing each principle will have a positive impact on your bottom line. Collectively, they produce dramatic results.*

#### **Principle V – State your goals the SMART WAY**

The first step in successfully executing a goal is to state it properly. You know your goal is well stated when anyone who reads it knows exactly what you are trying to accomplish and in what time frame.

*Continued on page two – Execution*

### **Inside This Issue**

1. *Achieving Better Execution*
1. *People Changes – Problems or Positive Potential?*
3. *One Minute Ideas*
3. *Web Sites of the Month*
4. *Gratitude!*

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*Are You Achieving Better Execution?*

### *People Changes: Problems or Positive Potential?*

Businesses grow based on the energy, ideas, creativity and dedication of their people. Finding and retaining the best possible fit of people to jobs is among the top priorities of every business leader. However, changes happen. People changes, that is. Now they happen more frequently than ever, driven by a multitude of reasons in our volatile workplace,

including:

- People are moving from one job to another within the company for career advancement
- People are leaving companies for better opportunities elsewhere
- People are being fired or downsized
- People are relocating to another state or nation
- People are becoming disgruntled and quitting
- People are retiring from the workplace

People changes are further accelerated by the workforce's growing acceptance of multiple job changes as "normal and desirable." But for whatever reason people leave their jobs, they leave holes in the organization that must be dealt with effectively.

People changes can be approached as problems. When they are perceived as problems, businesses seek to "plug the holes" in an urgent, cursory manner. An under-qualified or over-qualified person (who may or may not be successful) will be quickly recruited to step in to avoid losing momentum.

*Continued on page three – People*

Continued from page one – Execution

The better a person states the goal, the easier it is to create the action plan. An acronym commonly used for stating a goal properly is **SMART** (Specific, Measurable, Attainable, Realistically high, and Time-based).

While these criteria seem simple, they are actually not easily achieved. If they were, everyone would be reaching a lot more of their goals. Very briefly, let us discuss what each of these criteria really means:



- **Specific** – You say exactly what it is you want to do. Hazy goals are doomed to failure. For example, “*We are going to establish a new training program for our supervisors by 10/1/XX.*” You are not defining what you want to train them to do.
- **Measurable** – The goal must be stated in a way that allows you to definitely know whether it has been achieved. In addition, you should be able to see whether the trend is negative so that you can modify your detailed action steps accordingly. For example, “*We are going to increase the frequency of meetings with our hourly staff.*” How often would you consider acceptable and what do you want to communicate about?
- **Attainable and Realistically High** – Goals must be lofty enough so we do not trip over them. If the goal is too low it will not stimulate anyone to put forth extra effort. On the other hand, if the goal is unrealistic no one will take it seriously.
- **Time-Based** – When do you want this goal completed by? Be honest, are there goals you have talked about for years that are still on your to-do list? It is probably because you have not committed to a deadline.

#### **The following is an example of a SMART goal:**

Get 10 appointments with decision-makers in the hospitality industry that employ more than 250 people and are located within 50 miles of the Miami area by the end of the quarter.

Once you have stated your goal in a manner that meets all of the **SMART** criteria, you then need to consider whether they achieve **WAY** (Written, Aligned, and Yours):

Continued on next column –

It is not unusual to meet people who have goals they have not communicated to anyone. Even worse, they may not be written down anywhere. In personal and organizational circumstances, it is always best to write your goals down for the following reasons:

- Helps clarify your thinking
- Keeps your goal from unconsciously being altered
- Helps strengthen commitment
- Simplifies the communication process
- Provides a framework for measurement
- Allows you to compare them to other goals

A common reason goals do not get achieved or take longer than expected is improper alignment. Goals may not be aligned for reasons that include:

- Creation by separate people or departments
- Failure to consolidate goals in one place to review congruence
- In our desire to be optimistic, we are unrealistic
- Incomplete or nonexistent action plans that underestimate what it will take to achieve our goal.
- Failure to prioritize goals, thus giving them all equal priority.

Lastly, if a goal is yours, it is much more likely that you will be internally motivated to achieve it. It is hard to get excited about somebody else’s goals. This is primarily due to the fact that most people act based on their own self interest.

If you have goals that are not communicated succinctly to everyone who is responsible for accomplishing a part of the plan, what is the likelihood they are going to do it? People like to have purpose and know where they are going. We use goals to focus individuals and organizations in the same direction. When we achieve goals, it increases energy, which has a positive impact on results, thus further increasing energy, increasing focus on goals, increasing results, increasing energy, and so on. It is that simple!

If you want to achieve more goals, make sure that you state them in a **SMART WAY!**

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Continued from page one – People

Or, businesses may permanently reallocate tasks and duties to the missing person's coworkers who are already overloaded with their own work. A habit of handling people changes in these manners risks making everyone's job either unsatisfying or humanly unachievable, and can lead to increased levels of people changes.



Many successful companies have developed the discipline of working through people changes with positive potential in focus. They see change as part of a continually recurring opportunity to rethink, redefine, reposition, and reinforce jobs that are left open. When people changes inevitably occur, the process they follow to move forward quickly and successfully can be guided by questions such as:

1. Who are the stakeholders in our company whose successes are affected by this change?
2. Including their input as a group, what do they consider the top 5 reasons the job (left open) exists?
3. Do any of our other jobs overlap with those top 5 reasons? If so, how?
4. What are 3 “*measurable accountabilities*” that the job is responsible to achieve for continued business success?
5. Given today's realities, how can this job be redefined and/or repositioned to achieve its accountabilities more effectively and efficiently?
6. What are the specific action steps the stakeholders must take – and by when – as a result of their conclusions?

We can all count on people continuing to change jobs throughout their careers in today's workplace. It's whether businesses handle people changes as problems or positive potential that will determine their success. Which is the best choice for your business?

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## Web Sites Of The Month

POINTS OF LIGHT  
&  
HANDS ON NETWORK

***'Do Well By Doing Good'***



If you're seeking information on volunteering opportunities, visit online sites such as [www.pointsoflight.org](http://www.pointsoflight.org) or [www.volunteermatch.org](http://www.volunteermatch.org), which match your interests and availability with organizations in need.

These sites also provide information on volunteer opportunities that exist online.



# ONE MINUTE IDEAS

## The US Census Bureau: Ten Principal Reasons that Businesses Fail:

1. Inadequate or no management system
2. Lack of purpose, vision and mission
3. Poor planning, procedures, reporting and review processes
4. Over-dependence on specific individuals
5. Poor segmentation of markets and clients
6. Goals not established or not well-communicated
7. Lack of competitive and market intelligence
8. Inadequate set-up and working capital
9. Absence of quality programs
10. CEOs having great technical or professional skills, but insufficient business and management skills



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## Gratitude

Have you ever seen someone quit their job and leave or have you seen someone quit their job and stay? Do you have any disengaged workers in your organization?

I have been talking about writing an article on Gratitude for the past two months and finally I began in September and never finished. Today is Thanksgiving and perhaps this is the most appropriate day to write about gratitude. Thanksgiving has an entirely new meaning to me today. It's not about Turkey and Eating – it truly is about everything I am grateful for!

Six years ago my father had a heart attack right before Thanksgiving. It truly was a miracle he survived. We requested prayers from all over the world to pray for my father and he did have a miracle. He survived the surgery and the recovery. This past Sunday – November 18, 2007 my father had a massive stroke on the left side of his brain. He is paralyzed on his right side, he can't talk, and he can't swallow. My father is dying. Hospice will be coming in on Monday because of the holiday. We are staying with my father around the clock. I spent the night with him on Monday night and again last night Wednesday night.

### This is what I am grateful for:

- ✓ I am grateful that I am able to communicate with my father by having him squeeze my hand. I know he is talking to me.
- ✓ I am grateful that I am able to tell him how much I love him and everything else I want to say to him.
- ✓ I am grateful that our entire family is all here together.
- ✓ I am grateful that our dear friend Fr. Joe has been by our side.
- ✓ I am grateful that my father's sister Aunt Jean and her husband Uncle Bill have been by our side helping us through the medical challenge with my father.
- ✓ It is really funny – now when I say the word Thanksgiving – it does take on an entirely new meaning.
- ✓ I am grateful that I can hear my father breathe right now because I know it won't be much longer that he isn't on this earth.

*Continued on page five – Gratitude*

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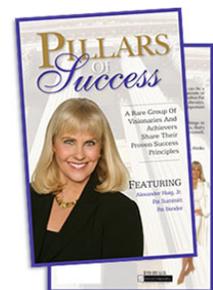
***Pillars of Success. Don't miss this book! It's a Great Gift for your team, family, friends, or co-workers. Call Janine to order - 301-439-8317 or click on the image for more information!***

## PILLARS OF SUCCESS

It's no secret that success is something everyone wants. The process can be a mystery and *Pillars Of Success* is a book all about revealing success secrets of several of the most prosperous people in business today.

Contributing author Pat Bender has an **Awareness Is Power®** process. "The more aware you are," she says, "the more aware you'll become."

You will learn what Pat says are three important things leaders and successful people have in common.



**CLICK ON THE IMAGE FOR MORE DETAILS AND TO GET YOUR COPY TODAY!!**

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*The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I." They don't think "I." They think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit. This is what creates trust, what enables you to get the task done.*

*— Peter Drucker*

Continued from page four – **Gratitude**

- ✓ I am just grateful that I had a loving and kind father that was always there for me. No matter what – whatever I needed he was always there to give me help, support, encouragement and guidance.
- ✓ I am grateful that I am able to spend this time with him – it's quality time. It's loving time. There is so much love in this room. We can feel all the angels and saints surrounding him and the Blessed Mother and God. My father is very comfortable and I am grateful that he is not having a painful death.
- ✓ I am grateful that my father and mother introduced me to God. I am grateful that I had two strong role models.
- ✓ I am grateful that our entire family is so loving and that our friends are so loving.
- ✓ I am grateful that we have so many wonderful friends.
- ✓ I am grateful for my father's doctor. My father loved his doctor. He always talked about him and said how much my father made him laugh. His doctor came in this morning and saw me crying by my father's bedside and said it is very important that you don't arouse him. Don't cry by his side – because you are going to make it harder for him. He feels your pain and it makes him feel bad. My heart is aching right now – and that is what has driven me to write this article on Gratitude. I do have so much to be grateful for. And I am grateful to get the new meaning of Thanksgiving. It is a much deeper meaning. It is about being with family and friends. It is about love, forgiveness and appreciating every person we meet. It is so much easier to love and to be kind than the opposite.

And so it is – I am grateful at this very moment that I still have my father on this earth so we can be together and help him and be with him until his final breath. And most of all – I am grateful that I believe in miracles and that God has granted my father 3 miracles.

***Live each day to your best as if it is your last day!***

I am grateful that my father taught me to live every day to my best as if it is my last day. My father had incredible talent. He sold Life Insurance for Prudential and he was also a musical genius.

Continued on next column –

He played the accordion and sang and went on his first music job when he was 10 years old. He was awesome. 56 years ago my father formed a band called the Ed-Cha-Bobs. They played all over the state of Maryland for weddings, parties, Bar mitzas – you name it – he was in demand. My father even played for President Ronald Reagan at the White House.

When my father was 40 years old he was about to make a career change from Prudential and work for State Farm Insurance however a significant emotional event took place. He was driving home one night from a music job and was seeing triple and he said it was like stars going off. He said, *“Something isn't right here”* and my mother said you need to go see a doctor and the rest was history – my father had a melanoma in his eye. The doctor told my father he had to have his eye removed. My father said - *“Suppose I don't want have my eye removed”* The doctor said *“you will be dead in 3 months.”* He had his eye removed and had the best attitude about life. After my father's surgery he told me to *“live every day to my best as if it is my last day. Be thankful for everything you have. I can't make the career change now to go with State Farm – because I can't get insured. If anything happens to me I can always play the accordion. I have one eye now and I can see. Even if I go completely blind and have to stand on a street corner and play the accordion, I will always be able to provide for our family through my music.”* He always thanked God for giving him another day. He would always say – *“I made it another day, thank you God, this is a gift.”* What a great attitude he taught me!

December 6, 2007 my father went peacefully and happily to heaven. I am grateful he is in heaven. I am grateful I had my father for the 43 extra years God gave him.

It has been very difficult to lose my father. I have been very sad and miss him tremendously. I have cried when I least expected it.

Gratitude has helped me see the light, the shining light coming down from heaven. I woke up this morning to these 3 words on my mind. **Decision, Desire and Discipline**

Continued on page six – **Gratitude**



**Bob Crow**  
ACCORDIONIST  
"ONE-MAN BAND"

Continued from page five – **Gratitude**

I have been so sad since my father's departure into heaven. After he died, I felt like I was in a fog. I couldn't see anything. I was really there, but I really felt like I was just going through the motions. I am a very positive upbeat person and since my father's stroke I haven't been happy and upbeat. I was shutting down. I didn't want to talk to anyone. I didn't want to go outside. I was tired, drained and had zero energy. My energy level was below zero. I didn't have the energy to return phone calls or talk to anyone. I just couldn't pull myself out of it. Christmas and New Years came and went. It was an OK Christmas. The only thing I wanted to do on Christmas was go to Church and Church was beautiful, peaceful and wonderful.



Our small family (it was only my mother Woody, sister Mary and brother Robby) came to our house for Christmas dinner. It just was not the same without D.O.D (dear ole dad). My Sister Susan and her husband Jim and their children Bayley & Elizabeth Ann Seton could not be with us because they live in Georgia.

Bob wanted to make Christmas special by building a fire in the fireplace – but had a slight accident before the beautiful fire was made. He dropped a log on his leg and it bled profusely.

I had to get out of town. I just couldn't stay any longer. Bob and I drove to Florida. It took 18 hours and by the time we got to Florida my energy level was up to 35%. That was much better than below zero. While we were in Florida Bob's foot was getting worse and I was extremely worried. By New Years Eve Bob's leg, foot and ankle were very swollen).

I just wanted to get in the car and drive back home on New Years Day. I couldn't run away from my emotions. They were still with me. I cried when we walked out on the balcony. Everything reminded me of my father. It was an OK New Years Eve and New Years Day. It was actually filled with worry and sadness. What a dark combination.

Bob stayed in bed New Years Day and the day after. The swelling came down after 2 days and I was very relieved. We went to the movies on January 3<sup>rd</sup> and the swelling came back again and my worry came back again. We drove home on January 4<sup>th</sup> and 5<sup>th</sup>. Bob sat in the back seat with his leg elevated.

My energy level was beginning to climb as I began to drive and listen to Christmas music on the way home.

Continued on next column –

We were listening to a song by Harry Connick, Jr. “*It Must Have Been Ol Santa Claus*” – it was a happy upbeat song and Harry kept singing Happy Ho Ho Ho to you. They sang Happy Ho, Ho, Ho, to you 21 times in a row. I began to sing and smile. My energy level was now up to 85% by the time we arrived home.

January 6<sup>th</sup> was the one month anniversary of my father's death. We went to church and I cried throughout the mass. The organist played the organ the way my father played the organ. He had an upbeat spirit when he played – just like my father. Everything reminded me of him and I just missed my father so much.

I still had not called any of my friends to wish them Happy New Year. This is the first year I had not called friends on New Years day to wish them Happy New Year. I was beginning to wonder why I couldn't talk to anyone and didn't have the desire to talk to anyone. I called my dear friend Judy and wished her Happy New Year. I said – Judy – why don't I want to talk to anyone. She said because you are a positive upbeat person and you don't want anyone to see you down. And the longer you don't talk to anyone you are going to get more drained. You need positive people and positive interaction to charge your batteries back up. My energy level was now up to 90% after talking to Judy. It was making sense. I knew this – we teach this – however this was really on a different level of experience.

I had new emotions I had never experienced before. This was the first real death I had encountered. My father's death hit me HARD. Bob and I had dinner with our good friends Vi and Silvio that night and we laughed and had a great time. On the way to dinner and back home I played that song – Happy Ho, Ho, Ho, to you. And of course, Bob and I were singing – Happy Ho, Ho, Ho, to you. My energy level was climbing.

Sunday night I sent an email to the Miracle Prayer Group requesting prayers for Bob's leg and for a successful chemo treatment tomorrow – January 7<sup>th</sup>.

I also mentioned I was having a difficult time with my father's death. I asked them to pray for me and for my mother, sisters and brother.

I was still drained, anxious, upset, sad and worried. I called Judy at 10:30 P.M. and thanked her for helping me today and said, “*I am just going to go to bed – get some sleep, tomorrow is going to be a better day.*”

### **Decision**

When I woke up today January 7, 2008, I said – today is going to be a great day. I played the song again – Happy Ho, Ho, Ho, to you.

Continued on page seven – **Gratitude**

Continued from page six – **Gratitude**

I knew Bob was going to have a great chemo treatment and I knew his leg was going to be just fine. I was happy on the way to Georgetown University Lombardy Cancer Center. I was calling my friends and wishing them Happy New Year. I was smiling. I felt the prayers. I felt God moving in me. I felt the energy inside me getting ready to burst at the seams. We met with Bob's doctors and things could not have been better. We love his doctors and love to see them. We love going to Georgetown for Bob's treatments. Bob calls it his picnic. He is on a heavy duty chemo treatment – 48 hours of 3 different drugs and he is doing phenomenal thanks be to God and everyone praying for Bob. My father is in heaven asking God to grant Bob a miracle. I made the decision I was going to have a great day today.

### **Desire**

I didn't want to be sad any more. About a week after my father died, my friend Diane called. She called at the right time. Her father went to heaven in May and her husband Steven's father went to heaven in October. Diane gave me great advice. She said just go through the process. Don't fight it. When you don't feel productive, don't force it – just take care of yourself and get your energy back. When you begin to cry – just cry and get it out. Don't fight the process.

December 22<sup>nd</sup> Brooke called me and asked how are you doing? When I told Brooke how sad I am she said *“of course you are sad. The more you love someone, the higher the price you pay for grieving. That's the price you pay for love. Ride the wave. Stay on top of the wave. When you start to cry just do it but ride the wave. It will get better. Your father is with you all the time”*

When I woke up on January 7<sup>th</sup> I told Bob today is a new day and I am going to get my energy back to 100%. I am going to be happy and thankful for everything I have. I am going to laugh and have fun. This is what I really want! I want to feel alive!

### **Discipline**

Life is full of ups and downs. The week before my father had his stroke – he lived every single day to his best. My mother's birthday was Thursday November 15<sup>th</sup> and my parents celebrated her birthday with their friend Clara on Monday, Tuesday with different friends and my father had a music job on Wednesday. My mother said – *“I wish you could have heard Daddy today – he was really good.”*

They celebrated my mother's birthday with Robby and Mary on Thursday – (we were all going to celebrate the following Wednesday when Susan and her family would be getting in from Georgia), we called my parents that night from Georgia to wish my mother a happy 80<sup>th</sup> Birthday. Bob and I did a seminar that day and we were happy to tell my father the results – we scored 4.9 out of 5.0. My father said – *“I hit a home run yesterday with my music job. Thank God we all did well.”* Everyone loved my father's music. He made so many people happy. He was full of life!!!

My parents went out again Friday and Saturday and went to the opera on Sunday. On the way home from the opera, my mother was driving and my father had a massive stroke. He lived his life to the best to the very end. That is the discipline I want to think about when I begin to feel sad inside. It takes discipline of gratitude. It is easy to slip back into sadness. However when I get sad, I am going to ride the wave and sing Happy Ho, Ho, Ho, to you. It puts a smile on my face. The last song I sang to my father before he went to heaven was the song he sang to so many people – *“When you're smiling, keep on smiling – cause the whole world smiles with you. When you're laughing, keep on laughing, the sun comes shining through.”*

So that is the discipline for me. Discipline to smile and laugh and be grateful for everything I have this moment. I am going to have discipline to write down each day 10 things I am grateful for. It's a new year. It's 2008 and 2008 is going to be GREAT!!! So Let's Celebrate.

When we have gratitude, it is difficult to be disengaged, isn't it?

**Happy New Year!!!**

Pat & Bob Bender

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