

Work / Life

Leadership Quiz for Courage and Change

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NAVIGATOR

In the 21st century our leadership talents will be constantly tested and challenged. Whether you are leading at work, in the community, or at home, the courage to explore your attitudes and aptitudes will be one of your most influential qualities. Courage and change go hand in hand when it comes to increasing your effectiveness as a leader.

As you review these 10 statements, ask yourself, "Where do I need to change, grow, and stretch to reach my full capacity?"

1. The courage to seek the truth.

I am willing to seek out unpleasant truths, even when they may conflict with things I have a great investment in, or when the truth may threaten my physical, intellectual, or emotional security. I recognize that my personal freedom depends on my ability to seek and find truth.

2. The courage to lead an ethical life.

In a cynical, sometimes dissolute world, I realize that it takes courage to be ethical. I resist the temptation to be less than ethical, even when "everyone is doing it." I regard honest people as heroes, not fools.

3. The courage to be involved.

Apathy and indifference can be more devastating than any natural or manmade disasters. Despite occasional compassion fatigue, I remain committed to making a difference and getting others involved. I refuse to look the other way.

4. The courage to reject cynicism.

Cynicism is a comforting and protective refuge, but one I resist vigilantly. I know that

trust and optimism, essential to a productive life, are impossible if I give in to the cowardice of cynicism.

5. The courage to assume responsibility.

I alone am responsible for my actions, whether they lead to success or failure. I refuse to waste time on making excuses, harboring unrealistic hopes, or placing blame. I am willing to share responsibility and accountability with others, and back them up 100 percent if things go wrong.

6. The courage to lead at home.

I know that my home and family are my most powerful legacy for the future. I mentor my children, giving them equal love and discipline. I'm there 100 percent for my partner. I honor my parents and older relatives, even if advanced age, ill health, or different values make communication seem difficult and unrewarding. I live each day with my family and won't think, tomorrow I'll have more time.

7. The courage to persist.

I have the courage to delay gratification, to endure the long haul, and to make sacrifices when necessary. I frequently visualize the next few years and anticipate the results of my actions. I summon the inner resources to stay on track by keeping my eye on this big picture.

8. The courage to serve.

In an ego-driven, success-driven society, I have the courage to put myself second. I realize that the loftiest leader is the one who serves others best. My job, no matter what the description or title, is to provide satisfaction, solve problems, fill needs, and find

answers in a way that enhances and empowers those around me.

9. The courage to lead.

Few people are willing to stand for something, or even to clarify what they would stand for if they could. Others criticize without offering solutions, but I concentrate on what I stand for, on solutions and goals, and on how I can motivate others to action. I'm not content to wait for someone else to take charge and point a direction.

10. The courage to follow.

A leader of substance knows when and how to follow willingly. I have learned the benefits of being a good follower, of welcoming the ideas and contributions of others without feeling that my position or integrity has been challenged. By sharing power, I increase my own personal and professional power, and make myself aware of the challenges that others face every day.

Believing in your physical, emotional, intellectual, and spiritual standards and values enables you to apply your resources and creative energy when faced with problems. Eleanor Roosevelt said, "You must do the thing you cannot do," and General George C. Patton said that courage is "fear holding on another minute." Examining your courage and making changes as you grow in your leadership capacity is the example that enables others to have the courage to follow.

(Source: Sheila Murray Bethel, host of the PBS weekly show, *MAKING A DIFFERENCE*. <http://www.bethelinstitute.com>)

"Mind is the Master power that molds and makes,
And Man is Mind, and evermore he takes,
The tool of Thought, and shaping what he wills,
Brings forth a thousand joys, a thousand ills;
He thinks in secret, and it comes to pass;
Environment is but his looking-glass."
—James Allen

THOUGHT DU JOUR

"Thoughts of Doubt and Fear can Never Accomplish Anything. They Always Lead to Failure."

There is significant economic evidence that the Great Depression might have been avoided but for the "panic" that swept over the country (and the world) after the 1929 stock market crash. What should have been no more than a deep recession altered our world forever because of the prevailing "thoughts of doubt and fear."

So great were the thoughts of fear that President Roosevelt felt compelled to deliver a speech about it. By the way, FDR's speech with his now famous, "the only thing we have to fear is fear itself," was suggested to him by Napoleon Hill, author of the classic "Think and Grow Rich."

If the thoughts of many can bring such great tragedy to our world, is it any wonder that our personal thoughts can do so much damage to our individual world. When we spend inordinate amounts of time fearing some thing or event in the future, many times that which we fear comes upon us. When it does, we wring our hands in despair and wonder why it had to happen to us, when in reality, we are responsible for our troubles.

Bob Proctor says that the process begins first with a thought of doubt, which causes an emotion of fear, which manifests itself physically as anxiety. Anxiety robs us of our power, our energy, and our purpose. Severe anxiety can even undermine our health. And it's all brought on by a thought of doubt.

I have found three things that help me conquer doubt. First, change your mind about the doubt, and keep it changed. If you have a doubt about whether you're going to have enough money to make it to the end of the month, change your mind about it. Whenever the doubt creeps in, affirm to yourself that "I always find a way to have enough of what I need." I love what Emmet Fox says about this, "If you will change your mind concerning anything and absolutely keep it changed, that thing must and will change too. It is the keeping up of the change in thought that is difficult. It calls for vigilance and determination."

The second thing that overcomes fear and doubt is action. "Do the thing you fear and fear will disappear" is more than a nice rhyming aphorism. It's some simple wisdom that always works!

And the third and most important thing to overcoming doubt and fear is faith. Fear and faith are directly opposite views of the future and they cannot co-exist. My faith is in a creator who has given me dominion over all things. Your faith may be elsewhere, but know this, faith and fear cannot be present at the same time.

And that's worth thinking about.

(Source: Vic Johnson,
vic@asamanthinketh.net)

"Chance is always powerful. Let your hook be always cast; in the pool where you least expect it, there will be a fish."
—Ovid

HUMOR

After spring break, a teacher asked her young pupils how they spent the holidays. One child wrote the following:

We always used to spend the holidays with Grandma and Grandpa. They used to live here in a big brick house, but Grandpa got retarded and they moved to Florida. Now they live in a place with a lot of other retarded people.

They live in a tin box and have rocks painted green to look like grass. They ride around on big tricycles and wear nametags because they don't know who they are anymore. They go to a building called a wrecked center, but they must have got it fixed because it is all right now. They play games and do exercises there, but they don't do them very well. There is a swimming pool too, but they all jump up and down in it with their hats on. I guess they don't know how to swim.

At their gate, there is a dollhouse with a little old man sitting in it. He watches all day so nobody can escape. Sometimes they sneak out. Then they go cruising in their golf carts.

My Grandma used to bake cookies and stuff, but I guess she forgot how. Nobody there cooks; they just eat out. And they eat the same thing every night, "Early Birds." Some of the people can't get past the man in the dollhouse to go out. So the ones who do get out bring food back to the wrecked center and call it pot luck.

My Grandma says Grandpa's worked all his life to be retarded and says I should work hard so I can be retarded someday too. When I earn my retardment, I want to be the man in the dollhouse. Then I will let people out so they can visit their grandchildren.

A church congregation sent out requests to all the professional painters listed in their

local Yellow Pages, requesting a bid on a price to repaint their church building. Almost all of the painters were within a few dollars of their competition, as expected, with the exception of one well-known, well-established, local company, which had been in business for years and had an excellent reputation in the community. This particular painter's bid was about half of what his competition had bid, and naturally, was selected by the congregation to do the job.

On the morning the job began, the painter realized that he had underbid the job by 50 percent! Not wanting to lose the job, he decided to thin the paint out with water, so he would be able to complete the job for the price quoted.

One week later, he received a call from the priest, explaining that after the first rain, half of the paint had washed off the church. The painter returned, looked at the building, and sure enough, the job was ruined. He went inside to pray about the situation, knowing that his business' reputation was on the line. "What can I possibly do, Lord?" prayed the discouraged businessman.

Suddenly, God, in a loud voice from the altar replied, "Repaint, and thin no more!"

WEB SITE PICKS

<http://www.greatergood.com/cgi-bin/WebObjects/GreaterGood>

Everything you normally buy can help fund the charities you are most interested in. This site helps channel your money—up to 15 percent off each purchase—to the nonprofit of your choice. You can help the local schools, your alma mater, add funding for breast cancer research, help save rainforests, and more.

The best part is it's all based on things you normally buy anyway. You can get great pet toys, computer products, home décor, clothing, and kids toys, and every purchase is making a difference to the greater good.

WORDS FOR REFLECTION

Sweet Poisons

Our human capacity for defeating ourselves seems almost unlimited! Given the fact that we all have a drive for self-preservation, I often find it amazing that we develop habits which regularly snatch defeat from the jaws of victory. For example, we want to be accepted by others, but don't reveal who we are or engage in behavior that invites others to stay away. Or we might want to change our thinking patterns, but still fill our minds with garbage. Why do we act in ways that clearly defeat what we really want or need? Surely, we are not all masochists.

One possible answer is "sweet poisons." Milton Cudney, Ph.D. and Robert Hardy, Ed.D., in their book, *Self-Defeating Behaviors*, define a sweet poison as a "toxic message

that is sent to an individual to help him or her avoid or cope with a potential difficulty, but that ultimately serves only to create a new problem or make a current problem worse."

Often we receive sweet poisons from those who love us. They are unaware they are sending toxic messages. They may believe they are actually helping us. But the message becomes poisonous later on. When I was a child, my mother gave me a sweet poison with the best of intentions. In her effort to build my self-confidence, she would say something like, "You know Lloyd, you can do anything you want if you work hard enough." This message usually came on the heels of a paternal criticism or pointing out of a shortcoming.

Such a message worked well for me at that time. Whenever I felt "not quite good enough," I would always know that it wasn't because of some character flaw, rather it was merely because I hadn't worked hard enough. And certainly whenever I failed at some task, I always concluded that I simply hadn't put in enough effort. If I had, certainly I would have succeeded. After all, "If I worked hard enough at anything, I could make it happen." Or so the sweet poison allowed.

It was sweet. I had a built-in reason for any imperfections, any failures, any limits. I simply hadn't worked hard enough. It was poisonous in that the message was simply not true. No matter how hard I worked, I could never do some things . . . let alone do them well or perfectly. No matter how hard I worked, I was never a very good baseball player.

What was even more poisonous, I grew up believing that I could justify any failure on my part as merely a "lack of work." So overwork became my style of coping with difficult problems or stress. And the resultant fatigue made me less able to cope and more stressed out . . . clearly a self-defeating behavior.

Some common examples of other sweet poisons we often "do in our head" include:

1. Comparing ourselves to others.

We usually come away from the comparison feeling less adequate. We may want to feel better about ourselves, but feel worse by comparison.

2. Blaming others.

Blaming seems sweet because it enables us to not feel responsible for anything we might find uncomfortable. But, it also undercuts our own sense of power, and we teach ourselves to be dependent on the very person whom we blame.

3. Intellectualizing.

We often avoid emotional contact by talking about ideas. We believe we are connecting with others with our minds, but our hearts never touch.

4. Anticipating negative outcomes.

We scare ourselves with possible disastrous

outcomes in an anticipated future. If we think about all the "What if's . . ." ahead of time, we can avoid them. Sweet. Anxiety attacks poison our present.

5. Imposing guilt on others.

In our effort to be included or accepted by others, we try to manipulate them into doing what we want by inviting them to feel guilty if they don't. It is sweet when they do what we want, poisonous when they stay away from us in self-protection.

Life may be full of sweet poisons. We all have some kind of self-defeating thinking habits or behaviors. The key is to recognize their toxicity and learn to function in ways that will ultimately enable us to win our fulfillment and happiness, not merely gratify us at the moment.

(Source: Lloyd Thomas, Ph.D., personal and professional life coach and licensed psychologist. (970) 568-0173, DrLloyd@CreatingLeaders.com or LJTDAT@aol.com)

"Leaders must encourage their organizations to dance to forms of music yet to be heard."
--Warren G. Bennis

FOOD FOR THOUGHT

Looking back, it's hard to believe that we have lived as long as we have.

My Mom used to cut chicken, chop eggs, and spread mayo on the same cutting board with the same knife and no bleach, but we didn't seem to get food poisoning.

My Mom used to defrost hamburger on the counter, AND I used to eat it raw sometimes too, but I can't remember getting E-coli.

We had no childproof lids on medicine bottles, doors, or cabinets, and we rode our bikes with no helmets.

We played with toy guns, cowboys and Indians, army, cops and robbers, and used our fingers to simulate guns when the toy ones or my BB gun was not available.

Some students weren't as smart as others or didn't work hard so they failed a grade and were held back to repeat the same grade. That generation produced some of the greatest risk-takers and problem-solvers. We had the freedom, failure, success and responsibility, and we learned how to deal with it all.

Almost all of us would have rather gone swimming in the lake instead of a pristine pool (talk about boring), the term cell phone would have conjured up a phone in a jail cell, and a pager was the school PA system.

We all took gym, not PE, and risked permanent injury with a pair of high-top Keds (only worn in gym) instead of having cross-training athletic shoes with air cushion soles and built-in light reflectors. I can't recall any injuries, but they must have happened

because they tell us how much safer we are now. Flunking gym was not an option . . . even for stupid kids! I guess PE must be much harder than gym.

Every year, someone taught the whole school a lesson by running in the halls with leather soles on linoleum tile and hitting the wet spot. How much better off would we be today if we only had known we could have sued the school system?

Speaking of school, we all said prayers and the pledge and stayed in detention after school and caught all sorts of negative attention for the next two weeks. We must have had horribly damaged psyches.

I can't understand it. Schools didn't offer 14-year-olds an abortion or condoms (we wouldn't have known what either was anyway), but they did give us a couple of aspirin and cough syrup if we started getting the sniffles.

What an archaic health system we had then. Remember school nurses? Ours wore a hat and everything.

I thought that I was supposed to accomplish something before I was allowed to be proud of myself.

I just can't recall how bored we were without computers, PlayStation, Nintendo, X-box, or 270 digital cable stations. I must be repressing that memory as I try to rationalize through the denial of the dangers that could have befallen us as we trekked off each day about a mile down the road to some guy's vacant lot, built forts out of branches and pieces of plywood, made trails, and fought over who got to be the Lone Ranger. What was that property owner thinking, letting us play on that lot? He should have been locked up for not putting up a fence around the property, complete with a self-closing gate and an infrared intruder alarm.

Oh yeah . . . and where was the Benadryl and sterilization kit when I got that bee sting? I could have been killed!

We played king of the hill on piles of gravel left on vacant construction sites, and, when we got hurt, Mom pulled out the 48-cent bottle of Mercurochrome, and then we got our butt spanked. Now it's a trip to the emergency room, followed by a 10-day dose of a \$49 bottle of antibiotics, and then Mom calls the attorney to sue the contractor for leaving a horribly vicious pile of gravel where it was such a threat.

We didn't act up at the neighbor's house either because, if we did, we got our butt spanked (physical abuse) . . . and then we got our butt spanked again when we got home.

Mom invited the door-to-door salesman inside for coffee, kids choked down the dust from the gravel driveway while playing with Tonka trucks (remember why Tonka trucks were made tough . . . it wasn't so that they could take the rough berber in the family room),

and Dad drove a car with leaded gas.

Our music had to be left inside when we went out to play, and I am sure that nearly exhausted my imagination a couple of times when we went on two-week vacations. I should probably sue the folks now for the danger they put us in when we all slept in campgrounds in the family tent.

Summers were spent behind the push lawn-mower, and I didn't even know that mowers came with motors until I was 13 and we got one without an automatic blade-stop or an auto-drive. How sick were my parents?

Of course my parents weren't the only psychos. I recall Donny Reynolds from next door coming over and doing his tricks on the front stoop just before he fell off. Little did his Mom know that she could have owned our house. Instead she picked him up and swatted him for being such a goof. It was a neighborhood run amuck.

To top it off, not a single person I knew had ever been told that they were from a dysfunctional family. How could we possibly have known that we needed to get into group therapy and anger-management classes? We were obviously so duped by so many societal ills, that we didn't even notice that the entire country wasn't taking Prozac!

How did we survive?

—Author Unknown

TRENDS

Pet Care Moves to a New Level

Pets are important to people. They provide comfort, companionship, and an opportunity to care for another creature. However, care of pets also can be expensive. Veterinary bills, kennel costs, and pharmaceutical expenses can be at least as expensive as the routine care of a child.

In our book, *Lean & Meaningful*, we describe how some companies encourage employees to bring their pets to work. Other employers pay up to \$100 annually toward veterinary bills, and some pay for kennel care when employees are sent out of town. We continue to see evidence that people have a strong relationship with their pets, and that commercial enterprises are taking advantage of this fact.

Pet Assure (www.petassure.com) provides a comprehensive pet care insurance package. While individuals can purchase the coverage, the provider encourages employers to offer the package as an employee benefit. Covered owners simply present their Pet Assure identification card at thousands of participating merchants and service providers and receive discounts of up to 30 percent on purchases including pet food, supplies, boarding, grooming, sitting, training, treats, toys, kitty litter, and vitamins.

Another purveyor, www.petcarerx.com, is an online store offering prescription and nonprescription medications. Even natural homeopathics are available, along with vaccines and pet supplies. This company has recently partnered with www.drugstore.com so you can purchase what you need for your pet at the same place you purchase pharmaceuticals for yourself.

Did we get your attention with the mention of homeopathic remedies for pets? To get a sense of where this trend might be going, visit <http://www.naturalholistic.com>. The holistic care of animals includes homeopathy, acupuncture, chiropractic, and nutrition.

What does the future hold? Watch for services available for humans to be made available for pets, internationally. At www.practical-pet-care.com you can create a memorial for your pet online. Thirty bereaved pet owners have already taken advantage of this unique opportunity on a Web site that can be translated into Chinese, French, German, Italian, Japanese, Korean, Portuguese, and Spanish. Can you see the global approach?

(Source: "Herman Trend Alert," by Roger Herman and Joyce Gioia, Strategic Business Futurists. (800) 227-3566 or <http://www.hermangroup.com>)

"Joy is but the sign that creative emotion is fulfilling its purpose."
—Charles Du Bos

HEALTH AND NUTRITION

Aged Garlic Enhances Immunity

Garlic has been shown to reduce cholesterol and triglycerides, inhibit blood coagulation, improve circulation, and lower blood pressure, and the best news is that aged garlic extract is an important and easy-to-take supplement.

Many studies have also suggested possible cancer-preventive effects of aged garlic preparations. It also can inhibit the cell death to neurons, a marker for Alzheimer's disease. It is actually neuroprotective and may have this effect by enhancing antioxidant defenses! In addition, it safely increases human growth hormone (which helps to reverse signs and symptoms of aging).

It has an anti-allergic effect (that is, it helps those with allergies to overcome their symptoms) and can reduce ear swelling, among other extraordinary benefits. Because certain diseases can be caused by immune dysfunction, garlic's effect on immune stability may contribute to the treatment and prevention of a host of diseases. Aged garlic extract is a unique preparation.

From an anti-tumor effect to an anti-psychological effect, the use of aged garlic has been validated in traditional

medical literature for many decades. It has been shown to stimulate necessary immune functions and suppress unnecessary functions (as in autoimmune diseases). It is an important nutraceutical to help maintain immune homeostasis.

(Source: *Medical Science Monitor* 2002;8(8):BR328-37; *Growth Hormone & IGF* 2002;12(1):34-40; *Nutritional Neuroscience* 2002;5(4):287-90; *Journal of Nutrition* 2001;131:1075S-1079S. Excerpted by Betty Kamen, Ph.D., and Michael Rosenbaum, M.D. at <http://www.bettykamen.com>)

FINANCES

The Two Percent Solution

Miscellaneous itemized deductions in excess of 2 percent of your adjusted gross income (AGI) can be deducted. Thus, if your AGI in 2002 was \$60,000, your threshold is \$1,200. If your miscellaneous deductions add up to \$2,000, you can claim an \$800 deduction. One way to boost these deductions is to count all of your investment expenses, such as:

—subscriptions to publications you rely upon for investment advice;

—purchase price of books related to your investments;

—depreciation on a home computer to the extent used for investments;

—cost of computer software and online services used to track your investments;

—legal, accounting, or advisory fees related to your investments;

—travel expenses—such as trips to visit your broker or financial planner—related to your investments;

—service charges on dividend reinvestment plans;

—rent on a safe deposit box used to store income-producing securities and related documents; and

—IRA trustees' fees, if billed and paid separately.

Unfortunately, the costs of traveling to or attending investment seminars aren't deductible.

(Source: *Retirement & Financial Planning Report*, published by *FEDweek*.)

Questions/Comments to:

Evelin Saxinger, Work/Life Program Manager, esaxinge@hq.nasa.gov or 358-1311.

An online version of this newsletter may be found at <http://www.hq.nasa.gov/office/codec/cc/navig-8.pdf>