

Empowering Yourself by Harvey Coleman

Rule number one in the system's culture insists: "Nobody said it was going to be fair!"

Money is just a by-product of your relationship with people.

For those who really want to reach the top rung of the ladder, no sacrifice is too great.

Fluency is the ability to communicate and fit into an environment without conscious thought.

In order to advance, you must be fluent in the next level's language.

P.I.E.: There are three elements important to players who want to fine tune their skills and move up in their profession. They must:

- *Perform* exceptionally well.
 - Cultivate proper *image*.
 - Manage their *exposure* so the right people will know them.
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- Performance = 10%
 - Image = 30%
 - Exposure = 60%

Organizations pay for performance but tend to promote based on potential.

Your performance objectives should be very clear to you—written, discussed and reviewed often.

Understand that your performance must be top-notch, because you can be replaced, but also understand that there's a lot more to career advancement than doing an outstanding job.

Get an agreement as to what she feels constitutes an outstanding performance and what help you might need from her.

All performance plans should contain provision for accomplishing specific tasks in a given time frame, at a specified quality level and a minimum standard needed to meet these levels.

If there are valid reasons for not performing your job, make certain that your manager is informed and agrees with them.

Respond to your manager as if she were the company president.

Image is an important tie-breaker when senior management reaches into the pool of excellent performers to promote the next candidate.

Just as the three P.I.E. elements are weighted by importance, so are the three communication areas below:

Non-verbal = 70%

Verbal = 20%

Tone = 10%

The best way to be a truly successful leader is by example: Actions must support the words spoken.

Serious players dress at least one level above their present position on the pyramid.

Sometimes we must leave our peer group behind in order to be president of the company, and sometimes it gets lonely. One of the most difficult parts of playing all-out is the realization that you must sometimes leave friends behind.

That's where many of us get caught. We are willing to play the game to a limit, but not all the way. If we fail to play all out, we are setting ourselves up for certain defeat. A true player will want to beat those individuals who are acting and doing their very best.

Never go to a supervisor with a problem for which you have not considered a solution.

You can't do it alone.

How to get Exposure Inside the Organization:

- Volunteer for Internal Projects
- Assume More Responsibility Within a Specific Job Function
- Get Involved in the Community
- Become Active in Board Service
- Participate in Company Sponsored Activities
- Keep Abreast of Current State of the Art Techniques
- Visibly Demonstrate a Team Player Attitude
- Be Willing to Learn New Skills and Experience Different Situations

Whoever is at the top of the pyramid has the right (and obligation) to make the rules.

We are all born into a class.

Our system suggests that to advance you must pay some dues. If the dues to obtain the next level are too much for you—you have to make a decision to contribute at your current level and, as a result, should be happy.

One basic principle of the game is that you must be pulled through the system by someone from a higher level.

Level five positions become very visible and individual are expected to represent the organization externally in the communities in which they reside.

It's who you know and who knows your, favorably.

Once you gain entrance into a lifestyle, you will be given the means with which to stay.

People usually do business with people they like or at least with whom they are comfortable.

We expect them, by their positive association with other corporate executives, to at least give our company an opportunity for additional business.

Occupation: In order for these people to advance beyond level five, they must consider administrative and executive positions which require getting things done directly through other people.

You are who you hang with.

Entertaining in one's home is a crucial aspect of any culture or level and is a constant reminder that the game is about people.

Higher league players socialize to affect moves on the game board.

Once you are sponsored to a higher position within a level, or reach to a new level altogether, you will be given the money necessary to live a that level.

Community Involvement: For three reasons, this is by far the most important category in the system. First, it allows you to expand your personal network outside of your company. Secondly, your organization needs representation at the highest levels in your communities. Thirdly, and most important, this is the essence of what “the game” is all about, *giving something back*.

Categories	Level	Action Plan
Socio-economic Class Titles	4	OK
Education	5	OK
Occupation	4	Need 5
Organizations and Clubs	7	OK
Social Activities	3	?
Location and Type of House	6	OK
Entertaining in the Home	3	?
Earning Power	4	?
Other Investments	4	OK
Fine Arts	1	OK
Car	5	OK
Vacations	5	OK
Committees and Boards	7	OK

To master the system, you must find where you want to make a contribution, develop the language of the level you want, then become fluent in that language. At that point, a sponsor will recognize your fluency and pull you into a higher level.

We are all born into a lifestyle.

You must look and act the part, before you get the part.

The most critical skills to master are goal setting, emotional control, delegation and planning.

Setting goals is essential to a serious game player. What do I want out of live? What do I wish to leave behind as my legacy? What will make me feel successful? What will make me happy?

Divide your goals into long-term, mid-term, and immediate categories.

Don't put so much energy into achieving your goals that you forget to have fun where you are now. Remember, life is not a destination, it is a journey; it is learning from and enjoying all the experiences along the way!

The ability to rise above immediate emotions to view long-term solutions is truly a talent.

People who cannot control their emotions have a tendency to strike out at other people, causing disruptions and even pain to others.

The best reaction to emotional situations where people are trying to push your hot buttons is no reaction. Take time to let your emotions settle. Take a deep breath, count to ten, walk away and collect yourself before you speak.

If you become bogged down in day-to-day details, valuable time that could be used for planning ahead will be lost.

By the time individuals enter into level six, they have mastered delegation, as they delegate almost everything.

The sooner one learns to delegate, the sooner one can take planning and strategic control of “the game”.

Remember, don't abdicate responsibility for the task after you have delegated it. You must ensure that it is completed to your standards, no matter who helps you, and hold them accountable.

To work effectively, good planning requires both knowledge of the situation and creative problem-solving.

Once your objective has been set, the major task of planning is to anticipate all of those things that might happen to keep you from reaching your goal.

Suggestions for Planning:

1. What is my objective?
2. What will be the benefit to the individual to whom I am making the request?
3. What obstacles will keep me from getting my request or stop me from reaching my goals?
4. What response or action steps will overcome the obstacles identified in the preceding question?
5. What alternatives may I suggest that I can live with if I don't get my initial request to reach my original goal?

One of the primary ways for an individual to gain influence is to seek a higher position.

Power not used will evaporate over time.

Although knowledge can give a short-term boost to your power rating, it normally is limited in scope and short lived in duration.

In order to maintain power through knowledge, you must constantly update you skills and then apply them to a good performance effort.

Remember we are paid for our performance but we are promoted based on someone's assessment of our potential. Much of this is based on the charisma or image we project.

Associating with the power group can do a variety of things for your career. It allows you the opportunity to better learn the value systems. Being in the power network allows the executive group to teach you about their world and to decide if they want you to become part of their group.

The best opportunity to use power is to address problems in the organization that are not being resolved.

Once you identify an opportunity, use the skills we have discussed which include risk-taking, planning, goal setting and problem solving. They will all serve you well.

If power comes down to doing positive things for the organization, it makes sense to assume you need good, loyal people around you to keep your power.

- o Treat people with respect.
- o See people as individuals.

- Delegate meaningful tasks to people.
- Empower your people.
- Listen to what they have to say
- Be open, honest
- Be flexible. "I was off base, let's change strategy."
- Be a mentor for your people.

The key to personal success is setting goals that fit our personal values and lifestyle objectives.

You cannot be successful without people. That is why you can only be as successful as those who support you inside and outside the organization.

For teams to be effective, team members must

- Talk and listen to each other,
- Value each other's uniqueness,
- Respect and trust other team members,
- Show a desire for the team to be successful,
- Be willing to give some individual things up for the good of the whole team,
- Be willing to take personal responsibility or ownership for their actions, and
- Always do their personal best.

Support groups want to mentor young people of their group and teach them what they need to know, early in their careers, to give them a better chance for success.

When everyone knows what it takes to succeed, suspicion, mistrust and cries of favoritism fade quickly. It is very hard to build a trusting environment when people don't know the formula necessary to be effect in their jobs or to move their careers ahead.

If you don't understand the system, you feel powerless to do things for yourself. You wait for management to move your career when they are ready for it to happen.

Share the rules of the game with others.

To survive, one must be competitive, energetic, tough-minded, focused, willing to pay dues and will to put in time.

The Japanese learned the rules and executed them better than everyone else.

During this creative process you need to remain flexible while reviewing all solutions, particularly new ones. Don't reject new thoughts and ideas until you've had a chance to thoroughly investigate all angles.

Don't get bogged down in emotion; it can stop the creative process faster than anything else.

One of the reasons we linger in problem situations longer than we want is simply because we are not sure of where we want to go. When we truly committed to making something happen or to accomplishing a goal, nothing will stand in our way. When a person has an inspirational commitment to reaching a goal, many of the problems encountered along the way are viewed as trivial or just a nuisance. They still must be resolved but are viewed as insignificant when compared to the overall objective or goal.

It comes down to execution. The business that has a great strategic plan and doesn't execute the plan will go out of business.

Once you know what you want, keep growing, continue learning, never give up and understand that you can't do it alone. No matter what your objectives are, it takes people to help you get there and to help you enjoy the victories after you have achieved them.