

Management Made Simple

By Gregory F. Brown

Management Made Simple gives you a lot of the psychology necessary to survive and succeed in your job and in your organization.

But, I must begin with an apology. You are reading a work-in-progress. That is why you will see a great deal of repetition, different colors (orange is good), and notes to me. I will need another 10 years to complete this book, but in the meantime, I want to help you. So, you are getting *Management Made Simple* now.

This book is best viewed in Microsoft Word's Outline View rather than Print Layout. To get this, see the words running along the top of Word (File, Edit, View, etc.), and go View > Outline.

I hope you will write me at gf_brown@yahoo.com, and I will give you occasional messages about improvements to this book.

Gregory F. Brown
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Introduction

01 Game

A. Participate in the game

Your career is a game.

You have four goals:

1. You win the game.
2. Your coworkers win the game. You guide your coworkers to success.
3. Your company wins the game. Company sells more product.
4. The world wins the game. The world benefits from your effort.

Jerk wants to defeat you. Therefore...

Jerk to you: We do not have a game. Trust me. Tell me everything.

Do not trust Jerk. You improve at the game.

Study the game.

Predict future activity. Increase your skills.

See conflicts inside Company

If you are outside the company, then you do not see the game. One reason: company hides company's conflicts. Become a worker in company. Then, you see company's conflicts.

Company has conflicts. Usually, President does not discuss those conflicts. However, President thinks about those conflicts. President reacts to those conflicts.

If Company has more employees, then a company has more conflicts. If you participate with more coworkers, then your management skills increase.

A problem can surprise you.

Then, you must respond. You did not expect this problem. Now, everything is changing.

1011. You are in the movie.

In the advertising business, you are in a game. The stakes are high.

{Reference: Relating, the game, page @}

A bad player believes you are stupid

If Coworker is a bad player.... Then, Coworker believes you are stupid. Reason: Coworker cannot recognize a good player.

If Coworker is a good player, Coworker will recognize the following: You are a good player.

Most coworkers want you to fail

Your family loves you. Your family supports you. You have coworkers throughout your career. Approximately 30 coworkers will support you. These coworkers are similar to your family. Other coworkers believe the following: You are a player.

Business is a game.

If you lose the game, good. Reason: Coworker advances in the game.

The reason Coworkers will support you: You help Coworkers advance in the game.

Therefore, ignore criticism from Coworker. Coworker wants you to fail.

Stay in the game.

You are a player in the game. Your highest priority: Stay in the game.

Who controls the game?

If someone controls the game, that person will defeat you.

If a group controls the game, that group will defeat you.

You want to survive. Therefore, you must control part of the game. Here is how: Get strong results. Results are part of the game.

Part 1: You

01 You

1012. A. What is management?

1013. Management is normal psychology.

1014. The master performer.

Play your behavior like a master performer

1015. Continual motion.

Management is a continual motion.

1016. Your times of coasting are more infrequent than your times of action, prevention, crisis,

accusation and response.

A Manager gets people to produce results

Mostly, a Manager uses psychology.

Management is easy

Bad Director fears the following: You will learn the following: Management is easy. Therefore, Bad Director tries to stop you. Also, Bad Director complains.

Bad Director: Management is difficult.

However, look at Bad Director. Bad Director is lazy.

B. Who are you?

1017. Know yourself.

Know yourself. Are you run by your mind or your heart?

1018. Write a list called, "Who am I?" Reach deep down and pull out your own thoughts. E-mail that list to the three close friends. See if you are right or wrong.

1019. Retain your freedom of thought.

Fight against thought control. Instead, have any thought -- every thought. All thoughts are right.

1020. You think: I know my thoughts would enrage Bad Director, but.

Bad Director wants to control your thinking. However, you reject Bad Director's attempt.

Keep /retain/ your personality.

Bad Director cannot change you.

Your personality is a valuable tool.

Depend on your personality. Use your personality. And, you own your personality. If you have a problem, let your personality help you. Your personality helps you convince coworker. Your personality helps you solve problems.

"Who am I?"

Think about the following: Who am I? Answer that question. Be that person.

1026. Appreciate the kind of person you are. Nobody should change you.

1027. You can make some changes. However: You must keep your personality.

1028. Power comes from you.

The power does not come from Company but from inside you.

1029. You can make mistakes in a career. You made a wrong decision instead of a correct decision. However: Your decision should not alter your personal capabilities.

1030. Bumbler thinks he is a different because he made the wrong decision. He is putting too much emphasis on the experience he thinks Other Company would give him.

1031. In fact, the best education is the one you give yourself. Your experience could be better in Other Company.

1032. However: You can make the best out of what you get.
Spend time thinking about workers who are worse off than you.

1033. Your self-run business.

You manage your life. Take care of your life. Many parts want to command your attention.

1034. However: You cannot obey all.

1035. Reason: Obeying all will take time away from the other matters and upset everything.

1036. Be known for getting strong results.

You market the product. Your goal is the following: Sell the product.

1037. Make the product known for one feature different and important. The marketing is the same for you. You want Director to appreciate you.

1038. However, you will not get everything.

1039. Reasons: Director cares little about you, and she will not keep a small amount of information about you.

1040. Therefore, be known for the following: You get strong results.

1041. In Company's best interest.

Your fight for Company.

1042. You want Company to achieve its objectives. You fight to help Company.

1043. Keep Company going in the right direction.

Invest time for the following: Keep Company on the right path.

1044. A part of Company.

Jerk hates being part of Company. He is on a team. The team is more important than Jerk.

1045. Less change, more action.

1046. Do not remove the system. Improve the system.

1047. Bumbler requests changes in the current system before Bumbler can advertise.

1048. Other Manager is responsible for the overall function. Other Manager believes the following: Bumbler interferes with Other Manager. Bumbler makes Coworker unhappy.

1049. If you have an idea for Other Department, tell the idea to Other Department Manager. However: Do not tell anyone else. Also, say this statement:
You: You can decide.

1050. Company's setup matters

Bumbler tries to rearrange the employee structure. Instead, you use the existing structure.

1051. The difference between you and Company

You want a certain structure. However, Company does not want that structure. { See "Company" on page @ for structure, psychological makeup, etc. }

1052. Changing your beliefs.

This book does not want to affirm your existing beliefs.
This book wants to change you.

1053. Bumbler reads this book and says:

Bumbler: I already do this book's recommendations. I am friendly Manager who gets projects through the organization.

1054. The reality is: Many managers cannot get projects through the organization.

[not recorded.] Change your beliefs

Improve the way you think.

1055. Jerk might change jobs. However:

1056. ~ Jerk will not change his mind set.

1057. ~ Jerk has to learn how to have a better mind set.

1058. ~ Jerk can take his negative self to any job.

1059. Jerk goes to a different job. Jerk keeps his mind set. Jerk is the same complainer there.

1060. Stop bad beliefs

Stop bad beliefs. Reason: If those beliefs are in your mind, you will say them. 1061. Example: Bumbler believes Bumbler is superior to Coworker. Bumbler is wrong.

1062. Changing quality.

Be able to change yourself. 1063. You talk with Coworker. Therefore, you behave one way. 1064. You talk with Director. Therefore, you behave a different way.

1065. You are outgoing. However, this meeting, Bad Director wants you to be constrained. Therefore, you are constrained.

1066. Still, be pleasant.

1067. Change your behavior.

You succeed. One reason: You hide your true feelings. 1068. You are better off having a pleasant persona than your real behavior -- if your real personality irritates Coworker.

Reference: Confidence under conflict on page @.

1069. Do you have ego or confidence?

Do you have...

~ a big ego

1070. ~ confidence

1071. ~ understanding of the audience's reaction

1072. You can make an egotistical statement if you put "service" into the statement. For example, you serve six developers.

1073. Stop your ego.

Get a grip on your ego. Your ego will interfere.

1074. Wired confidence.

Focus on your demeanor. The best one is a wired confidence.

1075. Bumbler acts out of habit. Bumbler is not focused on his project. 1076. Bumbler will get a hailstorm of criticism when a problem arises. 1077. However: When you are intense, you do more tasks correctly.

1078. You are showing value. Bumbler behaved like the assignment was worthless. 1079. Therefore: Director does not have a shared thrill in the assignment.

[Not in recording.] You do not get sympathy when things go wrong.

[Not in recording.] You do not get all the baggage and resentment brought by arrogance. You hurt yourself if you take long lunches.

1080. When problems come up...

Director: You were taking long lunches throughout the process.

1081. You are friendly. You work extra hours to get assignment done. Then, you make a mistake. Good Director understands.

1082. Balance between modest and bold.

Strike a balance between being modest and bold. 1083. Be humble with day-to-day matters. Strike a balance about 97% of the time. 1084. However: Show assertiveness when assertiveness is important.

1085. Take your ego out of equation.

Get help from Coworker. You repay her any way you can (except with money).

1086. Have confidence, but do not have arrogance.

Not relevant: Your benefits from an assignment. 1087. Therefore, stop worrying about your benefits. Take deep breaths, speak knowledgeably, and have confidence.

1088. Be confident.

You are giving a presentation. Be confident the plan is a correct one. 1089. Do not show so much confidence you are arrogant.

D. Viewpoint

1090. Be larger than Company.

Greatness is being better than Company. 1091. You are better than the Company. Note: Keep your superiority deep in your mind. Do not reveal your thought.

1092. You are not at the center.

You are not at the center. Coworker is.

02 Character

A. Building character

Character-building

1093. You will have character-building experiences. These are meaningful if you simultaneously do the following: 1094. Enhance your character, resume, skill set, internal fortitude and general knowledge. What are you getting?

1095. Climbing and falling.

The slide back is fast, and the advance is slow. The pace is like climbing a mountain.

1095. You are building a reputation.

You are building a reputation.

1097. Put your mind before your heart.

Imply: You prey upon my heart, because you figure I have a weak spot. 1098. But, I do not suggest you try preying upon me, because I will not put my heart before my mind.

1099. Be known for logic.

Bring logic to the process. Become known for bringing logic.

B. Consistency

1100. Consistency is the fabric you wear.

Be consistent. Reason: Director does not notice. 1101. If you come in early, come in early consistently. You will develop a good reputation. 1102. You do not know when Director will realize you arrive early.

1103. Consistency of character.

Jerk is kind to Director. However, Jerk is mean to Seller. Director notices Jerk's inconsistency. 1104. Director dislikes Jerk. Reason: Director wants to ally with Seller.

1105. Related subject: Show consistently fine character. Reason: Your good reputation saves you in bad situations.

1106. Example:

Jerk to Director: Manager is an idiot.

Director does not believe Jerk. Reason: Consistently, you are kind.

1107. Jerk is inconsistent. Good. Reason: You can depend on Jerk's inconsistency. You know you cannot trust Jerk.

Jerk: I helped Developer four days last week.

1108. However: Jerk was betrayed Developer the fifth day. Remember the fifth day.

Consistency is key

1109. Consistency is key. Bumbler consistently does the wrong action, so Bumbler has a problem.

Depend on Coworker's character.

1110. If Coworker's character is consistent, you can use Coworker's consistency.

You: I know I can trust Coworker, because she has always been honest.

Roles change, but your character stays consistent

1111. Often, roles change. However: Your character remains constant.

Role-switching

1112. Often, you switch roles. Suddenly, Seller is Customer.

In a long-term business alliance, your arrangement can change. You make Product 1. 1113. Seller sells you Product 2, because Product 2 helps you make your Product 1. 1114. Suddenly, Seller needs

to buy your Product 1, and now you are selling Product 1 to Seller. Seller is now Customer. 1115. Be glad you treated Seller kindly when she was Seller.

C. Ally

1116. Put leverage and reputation on your side.

Two of the major forces help you win. Those forces are your...

~ leverage

~ reputation in Company

1117. Therefore, you work extra hours. You will not have the power and the strong name if you lay around.

You need your reputation when Director questions it

You: I am nice to everyone. The people include sellers, people who call by mistake -- everyone. I am courteous with them.

Director: Coworker says you were mean to Coworker.

404. /You: And, I was nice with Coworker, too. I made a wrong statement. I will apologize to Coworker. However: I do not know what Coworker's statement was./

1118. If you have a reputation for being abrupt, the incident will worsen Coworker's negative beliefs about you.

1119. Coworker: I always knew Manager was mean. And now, Director is angry with Manager.

1120. Do not sound sincere.

You: Thank you. Please. Yes ma'am. Yes sir.

Say these in a flat, professional tone. 1121. Words come out of you automatically as courtesies. However: Jerk accuses you of being rude

1122. You: I am always friendly to people.

Director will believe you, because you always say courteous words.

Apply your character

1123. Apply your character to your activities.

D. Everything

Show character

1124, Show your strong character. You have a strong character. Therefore, a variable is character.

Part of your character

1125. You can say excuses a few times, and Director will not care. However: If you are usually late for arrival, do not keep making excuses. 1126. Your excuses will upset Director and reduce your credibility.

Your strong reputation increases you income

1127. Why should you worry about your reputation?
Reason: A strong reputation gives you more income.

Personal percentages

1128. 85% is character. 15% is circumstance.

03 Trust

A. Loyal

Loyalty is a two-way street

1129. Loyalty is a two-way street.

Be loyal

1130. Coworker is in a difficult position. You agree with Coworker.

You to Director: I agree with Coworker.

1131. Bumbler does not support Coworker. Director concludes Bumbler is only loyal to Director. Bumbler is indifferent to Coworker.

B. Gold

Reputation for keeping assurances

1132. Be known for keeping secrets about coworkers. You will learn everything.

Trust equals speed

1133. You can measure how much Director trusts you by how quickly a request goes through. If she says yes immediately, she trusts you.

She can depend on your promises

1134. Your reputation is gold, and your assurance is gold.

Do not speak too well

1135. You make mistakes. Good. Mistakes show you are genuine. Only Jerk speaks perfectly. Instead, get strong results.

1136. Do not be able to talk your way out of anything.

04 Integrity

A. "Because I am genuine"

1137. Coworker: Why did you say make your statement in the

meeting?

You: I am a genuine person.

Keep your reasons sincere

1138. Do a task. Give reasons. Be cautious about your reasons. 1139. If you give the wrong reason, but the one you think will be approved, then you risk having the other reason solved.

Show integrity

1140. Director will give you as much as you give yourself. If you give yourself integrity, expect Director to recognize a lot of integrity in you.

Credibility is all you have

1141. If you recommended a certain plan, and the other plan was successful, you can either do one of the following.

1142. 1. Acknowledge the other plan and enhance your credibility.

1143. 2. Claim credit for the second creation, and reduce your credibility.

1144. 3. Continue to be deceptive and harm your credibility.

1145. You: I was wrong.

Director does not fire you. Director's act is illogical. 1146. However, Director is glad you are honest. Director keeps her guard up with Bumbler.

1147. Bumbler cannot admit he is wrong. Bumbler kids himself about why the other way was successful when his was not. Bumbler convinces nobody.

Truth teller

1148. Tell the truth, and be known as a truth teller.

Honor

1149. For hundreds of years, companies have promoted honor, chivalry, etc. One reason: Jerk lies. Jerk will do anything to get what Jerk wants.

B. Right and wrong

Do the right activities

1150. Do the right activities.

As a matter of personal policy

1151. You will not do a bad activity. Reason: Doing the

right activity is your personal policy.

Use your sense of right and wrong.

1152. Have a good sense of right and wrong. Use your good sense.

C. Honesty

Jerk attacks your honesty

You are honest. Therefore, Jerk will hurt you. Reason: Jerk is /devious/. Let Jerk hurt you a little. Then, use your honesty to defeat Jerk.

Director thinks: Manager is always honest. I believe Manager.

Be honest with yourself

1153. Be honest with yourself. Recognize your negative aspects.

~ Do you get angry at Coworker for doing things you also do?

1154. ~ Did you promise to do a favor and did not do the favor?

You think: Why did I make that mistake?

1155. Give insightful answers. Reason: You can relate to Coworker. Reason: Coworker is like you. You learn what motivates Coworker. You get Coworker to better improve his life.

Be honest

1156. Show honesty, especially in time and small monetary issues. There are no small monetary issues.

Eventually, Director will detect Jerk's lies

1157. Jerk will get the reputation as a liar rather than Good Coworker -- who takes responsibility. Then, Jerk will be reduced in the game.

The honest face

1158. Complete honesty.

Honesty makes you think

1159. Good Coworker has to think. Deceiver already has the answer, so Deceiver responds faster. Deceiver poses as being right.

1160. Avoid Deceiver, because he believes he has Coworker thinking certain ways.

Millions do the wrong things

1161. In school they taught you right from wrong. Reason: Jerk does the wrong activity, and you must beware of him.

D. Trustworthiness

Communicate honestly.

1162. Deceiver believes he can talk out of any problem. Deceiver tries to deceive Coworker. Eventually, Deceiver fails.

Defined by your worst action

1162. The worst action you ever did defines you.

Do not trust "trust me" Jerk

1163. Jerk: Trust me.

If you do, you have a problem.

1164. You are stuck in a difficult situation with him.

Reason: Jerk has learned the patten of assurance. 1165.

Similarly, Jerk is good at excuses and blames. Jerk's incompetence causes problems. Therefore, Jerk blames you. 1166. Do not oppose Jerk directly. Reason: Jerk will wear you down.

1167. You to Jerk: Yes, I will do the assignment your way.

1168. Then, reconsider and do the assignment the correct way. When Jerk asks, tell him you reconsidered.

1169. The reality is: Jerk deceives. Jerk thinks he understands you, and he produced these lies. 1170. When Jerk's scheme fails, he gives excuses.

Imply: He cannot fool you.

Jerk tells secrets.

E. Secrets

Keep every confidence

1171. Coworker told you a secret. Never use the secret against her. You disagree with her. However: You do not use the secrets.

1172. Jerk uses secrets against Coworker, so he is a betrayer. Coworker will never trust Jerk.

Keep a secret

1173. Tell no one. Therefore, the secret is never told.

Bumbler wants to tell Bumbler's secret. Reason: Bumbler cannot resist.

Keep secrets

1174. Know how to keep a secret.

Maintain a confidence

1175. Jerk tells secrets, so do not tell him anything.
Bumbler tells Jerk the secret, and Jerk tells others.

Do not talk about secrets

1176. Do not brag about how you know a secret. Say nothing about secrets.

Discretion

1177. Be discreet.

You know much because Coworker trusts you with her secrets

1178. You will know many things. Reason: Coworker trusts you with them.

You did not tell Coworker a secret

You tell your beliefs to Coworker. Coworker hopes you tell him a secret.

You: And, if Director were here, I would tell my beliefs to Director.

Therefore, you did not give Coworker a secret. Your statement is /less important./

You help Coworker.

You: Last week, you told me the following statement:
You want a sales role in Company. I heard the following formation: Company is seeking a new salesperson.

You have secrets. Therefore, you behave intelligently

You do not tell your secrets. However, the secrets help you. Reason: You behave intelligently. You make faster progress. You make better decisions. Reason: Coworker's secret guides you.

Director learns the following: You have good secrets.

Reason: Director watches your actions. You use mysterious information.

Do not say, "I know a secret"

Bumbler: I know a secret. I will not tell you the secret.
Soon, Bumbler tells the secret. Therefore, do not say the following statement: "I know a secret." Do not speak about secrets.

F. Currency

Being right or being rich?

1179. Do not want more money. Want what is right for Company. Choose what is right for Company.

Increasing amounts of loyalty and trust

1180. Loyalty and trust are your currencies. The more you have of both, the better off you are.

05 Capabilities

A. Resourceful

Be resourceful

1181. Gain a reputation for being resourceful.

Give yourself resources

1182. Use your resources. Many resources are unnecessary.

B. Mind power

The power of reason

1183. Logic and reason are great companions around Company. Sometimes, they are your only companions.

Improve your memory, and use your memory

1184. Do you have a good memory about a statement Coworker told you? 1185. Be able to say the statement back five years later.

Summary: Get a good memory.

Comparatively, you are a genius

1186. Compared with Bumbler, you are smart. You see all the obvious mistakes Bumbler makes.

C. Self-discipline

You are self-motivated

1187. When you talk with Director...

You: I am self-motivated. I like compliments, but they are not as necessary.

Good Director ignores you. Good.

Reason: Good Director has other priorities. Good Director trusts you. Director focuses on problems. You are not a problem. Therefore, Good Director does not focus on you. Be happy.

Self-discipline

1188. Be self-disciplined.

Self discipline makes you look strong

1189. Self discipline makes you look strong and capable.

Control who you are

1190. You control projects and manage Developer.
Therefore, have self-control. You can control the kind of manager you are.

D. Skill set**Skills separate**

1191. Separate yourself by working extra hours and developing exceptional skills. Director could replace you, but nobody would work as well as you. 1192. She is convinced you are better after seeing your extraordinary project.

Use popular equipment

1193. Get on the right platform. Insist on working on popular computer programs, on marketable projects.

1194. Sure, you can do the assignment. Will the assignment get strong results? If not, minimize that assignment. Do the minimum effort.

Capabilities where they are relevant

1195. Have capabilities where they matter.

Getting the right skill set

1196. Gain experience. Your experience should apply to your career. Director wants to be comfortable with you. You have several skills. 1197. These skills match Director's needs. Therefore, Director will consider you for the position.

1198. You: How can I get the experience if I do not have the experience?

The answer is simple. Probably, you need samples of your projects.

1199. Pick an area to focus on. Get five of the second tier magazines in that industry. These are normally thin, perhaps published by an alliance, perhaps regional in scope. 1200. In there you will find ads the president of a small

company created using a simple desktop publishing program. These ads are pathetic. 1201. Find ten of these, call Company, ask for President's name, and write to President. 1202. The gist of your letter is.

You: I have a unique offer for you. I will rewrite your ad free.

1203. Also, team up with an External Specialist. External Specialist wants to her portfolio. Or, create the ad yourself.

Be proud of your skill set

1204. Be proud of your skill set.

Improve your skills

Bumbler has a problem. Bumbler chose a certain career. Younger people can do Bumbler's job. Younger people make less income than Bumbler. Therefore, younger Coworker will take Bumbler's role. Bumbler is fired.

Therefore, increase your skills. Increase your value. Young Coworker does not have your skills.

Coworker does not improve.

You improve. Coworker does not improve. However, Coworker will not say the following: Manager is improving. Reason: Coworker worries about Coworker's position.

You created a system. Now, you have other /robes/. Coworker uses your consistent. Probably, Coworker will /abandon/ your system.

E. Tough

Be able to accept unfair criticism

1205. Consider the source. Bad Director yells at you. Bad Director looks bad. You look OK. Reason: You accepted Bad Director's yells.

1206. Coworker thinks: Manager is skilled. Manager does not collapse.

1207. Coworker thinks: Manager takes crud. Wow -- and she is still there. How does Manager take that punishment? If Manager left, nobody else would accept Director's yelling.

1208. Be easy to attack. Handle Bad Director's bad treatment. Reason: You will succeed. Managing bad

situations is a definition of success in business. 1209. Do you think you get better treatment will be better in another company? Perhaps not. 1210. Reason: There will always be coworkers, decisions, budget and risks. Be yelled at -- and succeed. 1211. Therefore, there is a direct correlation between how much crud you can take and how successful you will be.

Reference: something from Conflict...more on him than you... on page @.

1212. Do not talk about your family obligations. Director believes your family prevents you from working. 1213. Therefore: Your family is keeping you from getting stronger results. Instead, stay quiet.

Toughen up

1214. Jerk attacks you repeatedly. Toughen up.

1215. Strengthening your emotional self does not hurt creativity.

Toughen up your emotions. Exercise them. Get them under control. 1216. Do not lose your creativity. Control your creativity.

Do not be easily offended

1217. You are not easily offended.

F. Limits

1218. Be accurate in the assistance you can provide

Determine how much help Director wants. Determine how much help you can provide.

1219. Director: Give me advice.

Give a lot of advice, and you could give too much.

1220. You: I will advise you. But, I will not keep talking.

What do you need? I will make progress.

1221. Be up front with your faults,

You: I know I talk about that topic too much.

1222. Tell some of your faults. One reason: You show you have great self-perception. Telling your faults impresses Director. 1223. Reason: Director only sees Jerk doing strange acts and being incompetent. Here are you -- the one who knows you have faults.

1224.

You: I make mistakes.

1225. Do not be good at everything.

Bad Director thinks: Manager is creative. Therefore, Manager is bad at strategy.

1226. You cannot be known as good at everything. You appear too strong with capabilities in one situation. 1227. Therefore, you take away from your skills in another situation. Maintain the balance. Emphasize the skill that is important to Director. 1228. When a car develops a great reputation for safety, Bumbler complains the safe car doesn't look good. The reality is: This safe car looks similar to most cars.

1229. Overcompensate for your faults.

Perhaps you are Developer who has become Manager. You will survive.

1230. ~ Overcompensate for your lack of skills in certain areas.

1231. ~ Set up procedures. Follow your procedures.

1232. ~ Use your creative side. Dream up new procedures. These procedures will solve various problems.

1233. ~ Force yourself to be disciplined.

1234. Therefore, you stop having a disorganized mind. You are organized. You compete with the organized coworkers. 1235. You win. Reason: You are organized. Also, you are creative. Reason: You were a Developer.

1236. Let your strengths help your weaknesses.

You discover creative solutions. However: Often, you forget. Therefore, use creative reminders.

G. Strengths

1237. Be glad about your positive qualities.

Examine the qualities you have, and be glad you have them. You might be Jerk -- a loser with bad qualities.

1238. Understand how good you are.

You do not have an ego. Instead, understand your capabilities. Be proud of your capabilities. 1239. Jerk cannot stand that you are proud. Jerk wants you to be humiliated. 1240. However: You can get far if you are open about Coworker's abilities. 1241. Jerk says nobody understands him. But, you are here. However: Be accurate. No false praise. Much enthusiastic support.

1242. Do what you are good at doing.

You are good at doing your tasks.

1243. Use your unique voice,

Your voice is unique. Therefore, use your voice. Do not try to sound like Coworker. 1244. Note: Many business conversations occur through the telephone.

H. Antennae

1245. Have a nagging feeling.

How good is your nagging feeling?

You think: I do not remember changing the date on that assignment. Let me check the date again.

1246. Your antenna.

Stay ahead of things. Determine three things you are vulnerable about, and fix them. 1247. If you hear Director is angry about an issue, your antennae should have been up some time ago. 1248. You already started keeping a time sheet. The time sheet shows when you are coming and going. The time sheet shows you are clearly doing fine.

1249. See the problem before anyone else. Do not ignore the problem. Then, start to solve the problem.

1250. The sixth sense

Get a sixth sense about little things within your company.

I. Abstract thinking

1251. Go forward and check if you did the assignment right.

Let us go forward in time.

1252. Bumbler's job requires little training. Bumbler is wrong. Coworker wants Bumbler's job. Coworker will replace Bumbler.

1253. What have you been doing these past decades? Director gave Bumbler opportunities to learn more. Director wanted Bumbler to improve. 1254. There were opportunities. Bumbler did not take those opportunities. Now, cheaper Coworker has come along. 1255. Therefore, Company will replace Bumbler with cheaper Coworker.

Thinking in the abstract

1256. Think in the abstract. Understand how your actions will change your life.

1257. Coworkers divide the following way:
50% cannot understand.
25% do not care.
25% do not understand, and would not care if they did.

1258. See the whole picture. You can look backwards and forwards on the time line. You can think in the abstract.
1259. Seeing the entire spectrum will become natural to you. Your frustration will come when you determine he cannot see the entire spectrum, and he keeps making mistakes.

06 Judgment

A. Fairness

You are fair

1260. She can trust you. Reason: You are fair.

Judge what is fair and unfair

1261. Often, you will struggle with what is fair and unfair.

Avoid an opportunity -- because you show you are fair

1262. Jerk takes advantage of an obvious opportunity.
Coworker thinks: Jerk is not playing fair -- and you are playing fair. Instead, you show you are always fair.

Monitor your fairness

1263. Be fair. Be conscious of how fair you are being.
Determine what is right -- not who is right.

B. Shrewd

Strong judgment

1264. Bumbler does not have strong judgment, so Bumbler should not be a manager. In management, you are always making judgment calls. 1265. See through Director's eyes. Appreciate what every participant is going through. This group includes clients, coworkers, and sellers. Realize they all have egos, needs, etc.

Why be naive?

1266. Why be naive?

1267. You see what is behind the façade.

Here is an advantage of doing a project often: You see the one time the project has fallen out of place. You see what is behind the facade.

Bad Director has bad judgment

Watch Bad Director. Often, Bad Director has bad judgment. Bad Director's judgment is illogical. You would make a better judgment.

The best decisions win

In sports, 40 teams compete. One team becomes champion. The other 39 teams made some bad decisions. Probably, the worst team made the most bad decisions. Bad luck is a factor. However, bad decisions are a greater factor. If your team is losing, then someone is making bad decisions.

Bad Director pushes Company in the wrong direction.

Company declines. Company fires employees. Bad Director stays in smaller company. Bad Director increases Bad Director's power. Possibly, Bad Director becomes President.

See "Director's assessment" on page @.

07 Experience

A. Learn

1268. Skills are not all inside you.

The skills discussed here are almost all learned. Note: Learning is painful.

1269. Personal experience.

Some things can be taught in school. However: Most of what you need must be personally experienced.

1270. "I will learn."

Whatever happens, you will gain experience.

Research contributes to experience

Probably, experienced Developer is tired. He will not research and discover new methods. He depends on his experience. Experienced Developer is wrong, because factors change rapidly. Experienced Developer's experience is becoming obsolete. Inexperienced Developer should research, because Inexperienced Developer will find new methods. Soon, inexperienced Developer will manage Experienced Developer.

B. Use your experience

1271. Cite the past.

You: I was put into a similar situation a few years ago. I have no intention of going through the situation again.

1272. Time will tell. When you have years of experience with a company, talk about your experience.

You: I have seen this situation before. We tried a similar

project two years ago.

1273. Jerk is on a rampage, and nobody is afraid of him.
You indicate: I have heard you before. I am experienced at struggling with you.

1274. "I have experience. That problem never occurred before."

Experience is good. For example: Director raises a complaint.

1275. Director: What if someone steals the money? We will lose \$50.

You: In my years, that problem has never happened to me. People do not seem to steal the money.

"I will not make that mistake again"

1276. You: I made that mistake before. I learned. I will not make that mistake again.

[1277 was moved elsewhere, search for it. 08-11-30.]

1280. Make your work look effortless.

You work extra hours, but the assignments are not difficult. Therefore: Appear that way.

C. Good and bad of experience

1281. The double edge of experience.

Experience is significant. Director will choose mediocre Manager with long experience.

1282. Instead of great Manager with little experience.

1283. The fallacy of years of experience.

Coworker has 10 years of experience, so is he is twice as good as Developer who has five years of experience? No.

Reason to be loyal to Company

One reason: Company helps you. Company gives you money. Company improves your reputation. Therefore, be /grateful/ to Company.

Jerk thinks: Manager is stupid. Reason: Manager is loyal. I hate Company.

D. Speeding

1284. After awhile, you look in the right places.

After awhile, you look in the right places.

1285. Longevity allows tapping.

You are at Company for a long time. You tap into

resources. These resources help you reach your goal.

1286. Doing the right activity faster.

Experience means you can make two phone calls and get the right activity done, while he wastes two days and keeps going in the wrong direction. 1287. The problem is: He does not get compounded experience. He worked 1 year 10 times over.

E. Alerts

1288. Get experience. Then, you see warnings.

Experience is good. One reason: You see warnings.
1289. You: This arrangement should not be that way. That number is too big.
And, specialized experience brings you along faster.

1290. Experience lets you say that practice is not a usual.

Use your experience. Identify unusual situations.
You: This procedure is not usual.

1291. Example: Usually, you do not include employee salaries in a project budget. Nonetheless, excluding salaries is peculiar, because combined salaries could be one of the largest expenses.

Identify an unusual situation

You have experience. Good. One reason: You can identify an unusual situation.

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08 Education

A. Overview

1292. All about academics.

What is necessary: You are educated. You can be educated in Company or in school. Either is fine.
What matters: You are educated.

1293. Jerk protects his trumped up title.

Jerk: Coworker does not have a graduate degree in management! We cannot trust Coworker with anything important.

1294. However: Director has little education, and she succeeded. Jerk cannot explain the reason Director succeeded.

1295. Developing your mind.

You are creative, so improve your business side.

B. Theory of relativity

1296. He knows, but what is the goal?

He knows much, and he always espouses.

Imply: Yes, you espouse. But, what is your goal?

1297. You are not simply rushing for information. You have a purpose. You have a deadline. You talk about the deadline and bang Jerk over the head with your deadline.

C. Progress

1298. How much smarter are you this year over last year?

How much smarter are you this year over last year?

1299. Focus on what you do not know.

Dwell on what you do not know.

Steady progress wins.

Increase your value in Company every month.

You will not get rich quickly, so do not try

Do not participate in any get rich quick scheme.

Instead, increase your value. Get strong results.

For every person who got rich quick, there are 500,000 who failed. Those are bad odds.

D. Payoff

Learning pays you back often

Once you learn a useful skill, that skill pays you back often.

After you learn a skill, your effort is easy

You want to know. However, learning is difficult.

However, once you know a skill, your effort is

easy. Also, you can apply those skills over a short

time. These are great rewards of learning

E. Be able to learn

Be able to learn

You know information. However, be able to learn.

Reason: Learning is more important.

You: I do not know about that procedure. But, in a month I will know about that procedure.

Ability to learn

Bumbler is not able to learn. Always, Bumbler hated learning. Now, Bumbler cannot go through learning again. Therefore, he gave up. You will not give up. Note: Learning is a continual process. Example: You use one software program for five years. Then, you transition to another software program.

Learn the basic functionality of programs

Learn the applications. Do the applications. You will learn the basic functionality of the program in about two days. And, the basic functionality is what you will need. You can put together a serviceable solution. This solution helps Coworker. Furthermore, you save the high cost of having External Specialist produce the solution.

Coworker avoids learning

Coworker likes knowing. However, Coworker avoids learning. Reason: Learning is difficult. Therefore, if you emphasize learning in any message, Coworker will reject you.

Coworker rejects learning. Therefore, do not use the word "learn." Tell Coworker the potential response amount. Furthermore, sell Coworker on the...

~ new power she receives from knowing.

~ wonderful things Coworker receives.

Do not sell a process.

You to Coworker: You will get strong results.

Learning is not a barrier

You learn. Then, you advance.

You think: I must learn this information.

"I do not have that skill. But, I am making progress."

You do not have that skill. However: You are making progress.

"I do not know, but I learn"

You do not know. However: You learn.

Do not know, learn

You learn. You do not know but you learn.

You cannot teach everything at once

Do not teach Developer everything at once.

You: We are moving Developer along.

Be an expert in new technology

You want to gain an advantage. Following is a way: Become an expert in the new technology. Reason: Company does not understand the new technology. However, the new technology could benefit Company. A competitor uses the new technology. You help Company gain an advantage. You increase your power.

F. College

Get real world experience in college

Company demands the following: You have real experience on real world assignments.

1. Get a job during school creating projects. Your outstanding projects will get you your first job.
2. Show your class projects.
3. Ally with a real company and develop a campaign they could use. This campaign can get potential Director's attention.

Save your money if you are not learning

Bumbler spends money to learn. Then, Bumbler

does not learn. He thinks buying an expensive fitness center and all the equipment and clothes will get him to exercise. There are entire industries funded by these wasteful purchases.

Look marketable. However: Do not look flashy -- like you are selling. Dress like Coworker, but do not be a slob.

G. Keep learning

You must continue learning

Jerk stopped learning. Jerk speaks. You respond. Clearly, Jerk ignored you. Instead, Jerk waited for you to stop talking.

During the morning...

You think: I will learn an interesting fact today, and this fact will alter my current thinking.

Forever learning

A good marketer is good when she does not yet know things. She is more interested in what she does not know rather than saying what she knows. A good marketer is always learning. Bad Manager knows little. Therefore: He claims he knows much.

Note: Jerk is not comfortable with his ignorance.

We are insecure

Most of us are insecure. However: You cannot let your insecurity stop you.

H. There are teachers everywhere

Learn from the best

Learn from the best.

"I am following great advice"

You: I have learned from great people, and I honor them by using what they taught me.

Ask Coworker about her unique creations

You see the following: Coworker has unique

methods. Example: She does a project a certain way. Ask Coworker about her methods.

1. You will learn.
2. Nobody else ever asked her.

Ask advice

Ask Coworker for advice. One reason: Coworker wants to help.

Seek advice

Ask Coworker for advice.

~ You will learn more

~ You and Coworker will become closer

Do not follow stupid advice

Jerk gives you advice he would never follow. For example...

Jerk: Director is out of line. Go straighten her out!

However: Jerk would not straighten out Director.

Take advice from less experienced

Inexperienced Coworker enjoys giving new information to Experienced Coworker. If you are inexperienced, give the information. If you are more experienced, take the information. You are learning from each other.

I. Industry knowledge

Industry websites do not teach

You look through industry websites. You try.

However: You need new information, and new information is not on this website. Therefore, you are not interested.

Bumbler: I read every website closely.

However, most information is worthless.

Little in the magazines is good

Information on the Internet is bad.

Watch TV talk show hosts

Whatever your personal views, you should emulate the most cautious communicators on television: the TV talk show hosts. The station promotes her as "controversial," but she is tame! She does not swear at people. The show's content might be taboo. However: Not one successful host will purposely make hurtful statements. She is careful about what she says.

Sunday AM talk as inspiration

For example, you have an important meeting. You want to say nothing controversial. Learn from a Politician. Politician teaches you how to behave. Politician speaks but says nothing.

Director: Give me an answer!

Therefore, learn how the best politicians respond.

Read the old greats

Read an old book. This book has stood the test of time.

09 Drive

A. Play for everyone to win

"I am playing for everyone to win"

You play the game. Also, you make sure everyone wins.

Redirect negative energy

Bumbler uses his energy to remain angry.

Bumbler's energy should be better used elsewhere.

Imply: Jerk should redirect his negative energy toward positive areas.

Climb the ladder without stepping on anyone

Climb quickly up the corporate ladder, but do not step on coworkers.

Do not undermine Company

Jerk needs control. Jerk wants you to be humiliated. Jerk is not credible. Jerk does not

need credibility. Jerk wants more control. Jerk chips away. Jerk is opportunistic. However: You will not go along. You support Company.

B. Determination

Accomplishments over fun

Do not look back upon your life based upon how much fun you had. Look at your accomplishments. Look at the coworkers you helped.

"I must complete an assignment"

You: I have to complete an assignment. Everything else takes away from my time on my assignment.

Good Director wants you focused on the project. You should not be distracted by conflict.

Determined but flexible

Get a determined manner. However: You are flexible.

Become Developer

Previously, you gave assignments to Developer. Now, you are now doing those assignments. Do not gripe. Focus and be productive. He cannot stop you, no matter how hard he tries. He made you become Developer, and here you are one of the best. Nothing can stop you.

Resolve, pushing, prioritizing

So little is the thinking, and so much is the resolve, the pushing and prioritizing. You are not letting the project get delayed.

Be strong

Be strong.

Make your obsession socially acceptable

You obsess. Determine how to redirect the obsession. Example: You like to talk. Start writing your thoughts, and be glad. Reason:

People will read your thoughts later. If you can pull these things off, and avoid the best source, then you succeed.

Be known for completing assignments

Be known for completing assignments.

You: I will take care of the assignment. You have better things to worry about.

You do not need to see all items

Do not approve /daily/ items. For example:
You do not approve daily correspondence.

Giving up is easy

Giving up is easy.

Director manages you little

Reason: You manage you.

C. The climb

The world must catch up with you

Jerk is bitter. Reason: Jerk because he believes the world is going too fast for him. Instead, let the world catch up with you.

Go fast, and the world will not catch up with you.

Why is she climbing?

What makes Jerk comfortable, and what makes Good Coworker climb? Perhaps both are insecure. Determine what each coworker needs.

D. Success

Developer wants new challenges

Developer seeks new challenges. Developer seeks new success. Her ambition is why she got so far already. However: Good Developer will not stand on a plateau for long. Help Good Developer satisfy her ambition. Help her reach her new goals.

Truly successful are not comfortable

Do not be comfortable. You are successful because you

- ~ challenge you
- ~ get angry at you
- ~ do not stop
- ~ keep improving

If you believe you are unsuccessful, you do not see the success. You see the challenges.

Jerk thinks Director has a great life. Reason: Jerk puts his lazy self into Director's nice car, home, etc.

The path up is unknown

Bumbler sets 10-year goals and goes after those goals. Setting long goals is a waste of time. Instead, prepare yourself for a fast climb up the highest mountain, and you do not know what path you will take, but you will:

- * take along the right provisions
- * learn a tremendous amount along the way
- * help all coworkers on your journey
- * be glad you did, because many of them will help you
- * have the patience to know the following: Your progress cannot be measured on a daily basis.
- * realize you will slip and fall. What will save you?

Become well built, not #1

Do not become first. Instead, become well built.

The world-class one will be the next step.

Bumbler wants everything. Therefore, Bumbler is not serious. Eventually, Bumbler will fail.

Bumbler thinks: I cannot achieve that stratospheric level. Therefore, I will blame:

- ~ the "bad advice" Manager gave him
- ~ the equipment
- ~ the weather

Bumbler will give up. He does not become Director, so he does nothing. Therefore, Bumbler becomes a lazy watcher.

Bumbler: I want everything.

ImPLY: You are not serious about this process.

Reason: You will not get everything.

Money

The fallacy of higher income

Bumbler thinks his life will be great when he has lots of money. The reality is: He is being given higher expectations.

His kids must attend private school.

However: Probably, the same percentage remain stupid.

Bumbler's car must cost twice as much, but Bumbler's expensive car is not twice as good.

He vacations in another country. However: That journey is long, and his family gets sick. You travel and have a great time once you are there.

Society expects Bumbler to...

~ dress better

~ look better

Bumbler's house has to be nice. Therefore, Bumbler buys out of his price range.

You would think the rich have more time.

However: Most of them work 60 hours per week.

Also, Bumbler's children will not learn the value of money.

Air has little value to you. You do not appreciate air. Similarly, if money has value to you, you take money for granted. Rich children do not understand the value of money.

Bumbler wants to be rich. Bumbler is preoccupied with being rich. Bumbler's issues are always about money.

Live well within your means

Live well within your means, and keep a balance in your life.

Reduce your need for money

Reason: You will make better decisions.
Also, you advance faster in the game.

E. Work extra hours

Being focused does not count...

Bumbler: I do not work extra hours, but I focus.

Director does not care. Director wants you to arrive early. Director wants you to stay late.

Determine the amount you will work

Determine how much you will work.

Spend too many hours at Company

You can work extra hours at Company when...

~ you are younger

~ your children are adults.

However: Probably, you cannot work extra hours when your children are small.

Extra hours means criticism

Do more than the ordinary. Then, prepare for criticism. Jerk resents your extra work. Therefore, Jerk criticizes you.

Director wants you to work extra hours

Director wants you to work 80 hours a week. If you do not stand up for yourself, he will not stand up for you. In fact, he will walk all over you even more. He wants to see how much he can take advantage of you.

Enjoy working extra hours

Enjoy working extra hours. After you finish,

relax. Reason: You are satisfied you are giving Company more than its money's worth.

Always scrambling and putting in too many hours

You are always scrambling, and working extra hours. You do not get shortcuts.

Putting in long hours for a good purpose

Director thinks you should work extra hours. You will -- but not for extraneous activities. Reason: Extraneous activities only make Director happy.

Come in early or stay late

Coming in early or staying late is putting your money where your mouth is. Jerk talks about his commitment to Company, and Jerk says he is productive. Then, Jerk leaves right at 4:30.

Jerk: "Director will expect you to work extra hours"

Jerk: If you work extra hours, then Director will expect you to work extra hours.

However: Doing minimal effort is more wrong than working extra hours, and developing a good reputation. You cannot operate with precise accuracy.

Extra hours

Make up for experience deficiencies.

1) Use natural talent. If you have natural talent, great. You can leave at 5:00 and Coworker cannot do what you do until you return.

2) Work extra hours. You are the soldier. Bad Director wants to eat lunches, kick back, and direct. He has done enough assignments.

Therefore, if you become Good Director's tireless machine, she will praise you. However: Bumbler does the lunch bit.

Energy

Energy and back labor

Sheer physical energy helps you

tremendously.

Energy over intelligence

Energy is key. To succeed, you need energy more than you need intelligence. You cannot work only eight hours. Choose to shake off the laziness.

Turn anger into positive energy

You are angry. Put your anger to good use. Do not stew. Focus and work.

Director: The ad is failing and Manager is slacking

If the campaign is failing and you are unproductive, beware. Start packing.

Judged by actions

Judge you by your actions.

Look busy

Be busy and look busy. Bumbler says appearance does not matter, but he is wrong. Bumbler looks like he is relaxed, so Director will be upset.

Impressions matter

Show you are productive

Be productive, and look like you are productive.

Ritual/visual/ceremonial characteristics of your job

Devote more time in the office. One reason: There are ritual/visual characteristics of your job. You cannot neglect a visual meeting or party because you already worked extra hours. Work even more hours and attend the meeting.

Director wants you to do more

Director will give you a project, and then she wants you to do more. Nonetheless, you will rise to meet whatever challenge.

Coworker believes she has few resources.

F. Responsibility

Power to do right

You only have the power to do the right activity.

Only have power to do the right activity

You only have the power to do the right activity.

10 Career

A. Search

Transition from school to Company

Work for Company ahead of time

If you could, do a weekend writing sample for your possible employer before she commits. Consider: You make this suggestion. Interviewees invariably ask too few questions. You could get into a giant mess. Unlike a staff position, you are responsible for The Voice of Company. You speak for Company, and Company is concerned about what you will say.

You want an alliance. When you start at Company, he has big questions about you. Director worries about the following: You will disappoint Director. Director has buyer's remorse. You increase Director's confidence by getting strong results.

Everybody starts somewhere

She does not care if you lucked into somewhere good right out of school. She wants you to work hard. Therefore, try for an overnight job at the 24-hour office business.

Get on somewhere

Career: get on somewhere

Take a starvation wage

Start at some low wage. Your value will take you to a more proper level.

Right out of school

When you get out of school, you are worth dirt to the industry. You are one of the thousands churned out each year. However: If you gain real-world experience at school, you stand a much better chance of landing a job.

You offer much. More than anything, you can give Director your energy. You can and will come in at six o'clock a.m. and leave at seven o'clock p.m. Reason: You provide value to Company.

Bumbler: I must serve my social life. Instead, prove yourself. You risk of being fired because he believes you cannot do the assignment. However: When he sees you working extra hours, he will have more patience with you.

You will not be in an optimum situation

You will not be in the optimum position with your marketing. The nice company is where its Product is widely considered the best. Also, the rich company has the most money to invest, and their Product has good market share. Those jobs have been taken. Instead, you must fight. Grow a small company.

Keep looking

Irons in the fire

Keep irons in the fire. Bumbler is hung up on one opportunity. That opportunity ends and Bumbler has failed.

Do not get stuck on one company in your career

Bumbler wants to work for a certain company, and Bumbler rejects alternatives. Here are the problems with being stuck on one company:

- 1) they might not have an opening.
- 2) You might not be what they are looking for.
- 3) Things might not be everything you dreamed of if you get in there. In fact, they will not be.

Get out there

When you are not checking around enough, you think of one company. This one company is perfect for you. Probably, that company is not available. Get out there!

You think: Yes, that company would be great. But, there are more companies out there, and I must look into those companies.

There are multiple places to work at

You cannot look at any one as the single company you can work at. Your career no longer goes along a predictable path.

Match with right company

The issue may not be with your capabilities. The issue: You being a match with the right company. Therefore, do not become discouraged. Instead, broaden your scope. Knock on more doors.

Do not leave for a similar position

Do not leave for a similar position.

~ The potential Director takes note.

~ Your act becomes a negative mark on your record.

Resume

Do not write skill sets anyone can say

In your career, watch out for skill sets anyone can say, such as...

"I participate with coworkers."

"Enthusiastic."

"Excellent verbal skills."

"Productive."

"I am bright and energetic."

Attila the Hun can put these things on his resume.

These lines with 10% impact replace real skills with 80% impact.

Fewer class projects, more real world

When you see a job in advertising, before you show off your fabulous grades on your fabulous school projects, show real advertisements you created. The industry does not care. In fact, an advertising professional will likely criticize the college education.

Do what is right for the resume

Question: Should you improve your earnings or your resume?

Answer: Improve your resume.

You make enough to live. You establish a record of service, performance, skill development and getting strong results.

Then, you earn. Putting salary before the resume is the cart before the horse.

She will not find an employee as good as you

Bad Director is not going to find anyone as good as you to do help him. Be happy: What he seeks he cannot have. He should not have equally outlandish expectations with you.

Samples

Keep copies of all of your projects. Also, do not care about how mundane Project is. Reason: Someday, similar Project may come up. Show you have similar experience.

Bumbler discusses a similar project he completed, and all eyes glaze over.

Instead, you show the project, and you get Director's attention.

Director: Your project is close to what I am talking about. We want to do some parts differently, but your project is about right.

The singing resume

Make your resume sing.

References

Do to your employers well.

Do to your potential Director as you would to your current Director.

Director has the advantage over you here. Therefore, you need to...

~ be productive

~ be a great employee

~ work extra hours

Do not have Other Department Manager as a reference. Therefore, do not criticize current Director.

Future Director wants to know how you treated your past coworkers.

Reason: Director learns how you will treat future Director.

Bumbler does not have past Director as reference. Reason: Bumbler did not have good situations in the past. Bumbler could not trust what past Director would say in a reference.

Potential Director is making acquisitions based on little information.

Director recommends you

Director /controls/ you. One reason: Director recommends you to your next job. Bad Director would criticize you to your next company.

Therefore, join an association. The association president will recommend you. You give Company strong results. However, Bad Director wants you to fail. Reason: Bad Director retains his job.

Interview

Ignore interviewing tall tales

Twenty percent of the stories you hear about interviewing are wrong. Use common sense.

No modesty in your interview

You cannot be modest in advertising and in marketing yourself.

You: I have done a similar project.

Do not hope potential Director will discover your successes in some part of your resume.

You put your successes front and center.

Otherwise, potential Director will not notice.

Potential Director expects to receive the best stuff up front.

What will you do for Director?

Director cares about what you will do for her. Therefore, you care about what you will do for Director.

Do not sell yourself short

Be valuable. Let us say you assign little

monetary value to yourself as an employee. You are doing Company a big favor. You starve, and you work extra hours for Bad Director. Bad Director does not value you. Your value is how much he pays you.

Price yourself in line with the market.

Interview Director

You: What are your goals for this department?

If Director wants strong results, request to join Company. However, Bad Director does not want strong results. Bad Director only wants you to obey him. You will fail with Bad Director, because Bad Director is stupid.

However, Director should not realize you are studying her statement. She only believes that you want the job.

Being interviewed...

Potential Director's questions provide clues.
Result: Director is angry.

Listen for a peculiar statement

You interview for the new position. Remember the interviewer's peculiar statement. Probably, interviewer told you a secret about Company. Company hires you. Then, nobody tells you the secret.

Speak /positively/ about past Company.

You think: I do not like past Company. However, speak /positively/ about past Company. Reason: You want maximum flexibility. Bumbler speaks negatively about past Company. Past Company hears about Bumbler's criticisms. Then, Bumbler needs

a reference from past Company. Past Company says no.

Past Company wants you as employee.
You: Thank you. I am honored.
Unfortunately, I have other commitments / obligations /.

New

Once you are in, there are many opportunities

When you are looking for a job, you will repeatedly hear Company does not need your services. Once you are in a job, Jerk avoids assignments. Take more responsibilities and...

1. you will increase your value
2. they will reward you better.

Also, make your responsibilities ever more challenging and valuable in the job market.

Apprentice

Advertising is more like an apprenticeship. Serve an old pro who explains the procedure.

As a newbie, you are quiet and friendly

Stay quiet, friendly, and well inside the norm. Best is to enter methodically.

If you are new, establish ground rules

Play whatever you can to your advantage. If you are new Manager, lay down some rules.

Example:

Jerk...

~ goes too far in trying to take advantage of you.

~ makes a negative remark to you. Tell Jerk you do not like the spirit in which he spoke.

You request Jerk speak in a positive spirit. Jerk can say different kinds of things. The issue is not you minding what he always says. You are not easily offended. However: What is behind the words is important. What is the intention? What is in his heart?

New Manager works

You are new Manager. Come in, focus, and work extra hours. And, you are productive. One reason: Company has problems because you were not there. You must solve those problems. You can tell Director there is not time for easing in. You dive in and swim as fast as you can. You can set limits about what you will and will not do. Have these established now rather than later.

Your demeanor has to remain humble. You participate. You are interested in making Coworker look good. You are not going to oppose her.

You have a strong personality. At your previous job, coworkers enjoyed your personality. At this job, do not show your personality until you get strong results, and your new coworkers become comfortable with you. If you come on too strong too fast, some of your new coworkers will reject you. Jerk will complain about you.

New Coworker thinks: "I must show Company"

When starting a job, speak to your loved ones.

Make believe you are away on a trip for two months. Talk with your family and get support, but family should not count on me. You must show Director you are worth more

than the investment Director is making in you. Once things cool down, everything will straighten out. But, until then, Director will want to know the following:

- ~ How seriously are you taking this job.
- ~ What are you picking up.
- ~ What kind of action are you taking.

"Is there a different way I can help you?"

After a few group meetings, ask Director this question:

You: Do you want me to change my behavior in some way?

You to Director: Are there issues you want to tell me about?

Reason 1: You want to know. Director should not avoid telling you. She would become frustrated. Asking Director helps resolve that issue.

Reason 2: You keep Director from dreading another meeting.

Director thinks: Manager will make more mistakes.

You: I appreciate your constructive statement. I would be unhappy if a problem was perpetuating and I did not resolve the problem.

Reason 3: Coworker may tell Director you made mistakes in the meeting. But, since you specifically asked Director to tell you if there is a problem, she has to bring up the problem with you. Therefore, if you get into more serious trouble over this problem, you can talk about the problem.

You: I asked Director if there was a problem, and she said nothing about this problem. I always want to know if I can improve.

Understand your position and stay there

Understand your slot. If you are the new Manager, do not angle to sit in on a meeting with Directors instead of other managers.

There is an alliance among new employees. New employee thinks: We are in the same situation, experiencing new things the same way, and we can confide in each other and trust each other.

You may turn yourself into old guard by hanging around with them. However: You will alienate Coworker.

Less experienced, so get in command of the project

The less experienced you are, the more in command of the project you must be. She gives you more opportunities as you:

- 1) get more experience
- 2) earn a reputation for getting the projects done right.

Learn as you go

Learn as you go along. He does not.

Deep end**Get thrown into the deep end**

You will be thrown into the deep end. Worry little about not being prepared for the job. If you have 60 hours a week to spare, you can be ready. The issue is not the learning. The issue is the doing.

You cannot do the impossible

You cannot do the impossible. You cannot solve all the problems. Be methodical, always increasing progress.

You are stronger than former Manager

There are differences between you and former Manager, your predecessor. Former Manager was struck down, but former Manager did not get back up again.

Being fired is an opportunity.

You got strong results. Now, you got fired. However, your resume is strong. Your position in Company was valuable. However, your resume is more valuable. New Company has problems. Your resume /addresses/ those problems. New Company hires you. You solve New Company's problems. New Company fires you.

You did not quit Company. Company fired you. Therefore, you have more options. Competitor can hire you. Old Company cannot complain. Reason: Old Company cannot complain. Note: Your options depend on your agreement with old Company.

Your value reduces.

You get the job. One month /passes, elapses/. Your value drops 35%. Reasons:

1. Director likes potential employee. Director likes new employee. Director dislikes familiar /old, sustaining, current/ employees. You are now familiar employee.
2. 2. Director wants the /unattainable/. Director attained you. Therefore, Director does not want you.
3. Director expected you to improve everything. You could not approve what you could not control. Therefore, Director is frustrated.

Building a career

Build your career

Build a results-based career. Good Director will understand your successes.

Hire you because you are ready

She will only hire you because she thinks you are ready for new role.

Stay marketable

Bumbler is slovenly. Bumbler appears less marketable. Director appreciates Bumbler less. Reason: Director figures Bumbler is not going anywhere.

Instead, you appear like other company could hire you. Director will respect you more. Do not look like you are interviewing every day. However: You want to look marketable.

What does the market want?

Bumbler wants to go from his current position into professional race car driving. Bumbler is not looking at his career transition the right way.

Instead, you ask yourself: What does the market want? The market wants you to have applicable experience and skills in the position you are hired you for. Therefore, your career should follow the needs of the market.

Bumbler abandons this notion with his career. Instead, step back and see yourself in the market. Determine where you have value, and relate your value to the strongest needs of the market. Find your good points. Then, get in front of right Company.

Be as hard on yourself as you are on

Product.

You: I can focus on this project, but the market does not care about this project.

Therefore, a normal career is like stepping-stones, moving you to higher levels as you increase your value to the market.

Use tools the market uses

You are using an old computer program in your company. That old computer program does not have value on your resume.

Instead, use the same computer programs used by future Company.

Whatever the job, you are looking at a computer

What, you stare at a computer all day. You go to another job and you will sit in a different chair and stare at a computer all day.

Networking

All about associations

Associations are good if they are active. You only want high profile jobs.

If Bumbler promotes himself too much, Director is suspicious
Director thinks: Bumbler is hoping to work for a better company.

Director does not want Bumbler to leave.

The amount of your pay partly depends on your decisions

You should be paid partly based on how much the decisions you make change

Company.

Your level of decision

You are managing a project. She did not hire you as a coordinator.

Consider several factors. Determine...
~ is this issue worthy of the board's time.

~ the time deadline.

Over all the problems you heard lately, one of the biggest is the rumor we are not going to be in Dallas.

Solve the larger objective. Also, limit the number of developers in the discussion.

B. Advertising job Selection

Learn all roles, and play as well as each coworker

Learn all the roles. Play those roles as well as each coworker.

All these roles, to some extent, teach you things. Determine how to be a great follower. Everything will teach you, and you will gain empathy with all the different positions.

Make choices

Make some choices. Which is more important to you:

~ friends or money?

~ family or career?

~ weather or job market?

Let us do not beat around the bush. Let us decide what is important and achieve those objectives.

Understand the job definitions

Understand what the jobs are. Bad Director wants Coworker to do the assignment when

Developer has nothing to do.

Types

Low-level assignments

Do not be cocky about being Developer

Bumbler is stuck in some minor project. He gets so cocky, so "I am valuable, and this project is worthless." He slacks off on the fundamentals of this minor project. Reason: He screws up in that minor project, so he is not good enough to do that minor project.

Director: Bumbler could not even do that minor project.

Instead, do the minor project with a smile.

Carrying water

You will have various assignments when you arrive. Agree to those assignments. Things will sort out.

Lackey vs. Director

Do not be the lackey.

You will do any assignment

He wants you to do a minor project. Do not behave like you are too important. However: Do not let that minor project become your primary role. Reason: You are worth more.

Strike balances, because you are not an errand runner

You are always striking balances with Director. Example: You are glad to run an errand. However: Do not become the errand runner. Beware, because Director will make you the

errand runner.

Indicate: I am not the errand runner.

You: I will do task for you. This issue needs to be resolved, but I will help you now. Also, I suggest we should find a permanent solution to this issue. What do you think?

You raise this issue. Reason:
Director could name you the errand runner. Probably, Director will manage you poorly in this regard. Stand your own ground. Otherwise: You would have to put the on your resume: "Performed menial tasks."

Do assignments nobody wants, such as organizing

There are bad assignments, and Coworker avoids them. Do these assignments.

Back labor

There is always going to be back labor. Perform the menial tasks.

If he fires you, he would need to replace you with two coworkers. One reason: You work on different assignments. One coworker could not imitate you.

Creative

Do not be the sole creative resource

Bumbler paints himself into a corner when he is the only one providing the writing and design. Instead, ask External Specialist to create Project. You only finalize Project to solve Company's objectives.

Reasons:

1. Director can run hot and cold with your projects
2. Director will believe you are defending your child, and you cannot be objective.
3. He will be in the awkward position of criticizing your project.

Writer does other assignments

The copywriter is supposed to simply put words together. However: The copywriter has many other roles, including manager and basic designer.

C. Promotion

Wait for an opportunity.

You want to take a new role.

Bumbler to Director: I want to take that role.

Instead, wait for an opportunity. Then...

You to Director: I want to help Company. If you want me to take that role, I will. And, I will be grateful to you.

Here are the reasons you wait for an opportunity:

Use Company's policies

You want a promotion. Or, you want more money.

Use Company's /policies, procedures/.

Company policy: We examine your performance every year.

Therefore, wait a year.

Let Director discover you

Do not try to impress Director. Let him discover how brilliant you are. However: If he is not catching on, start impressing.

Do not promote self more than company

Do not promote yourself more than Company.

Bring yourself along for the ride. Bumbler promotes himself, and Director recognizes he is are simply a self-promoter, and Director is turned off.

"I am so pursued" is wrong

Jerk: I am pressured.

Jerk is wrong. Go after what you want.

Self-promotion is a delicate art

Self-promotion is a delicate art.

Part 2: Environment

01 Company

A. What is Company?

The real company

Do not make obvious statements about Company. You can read what any large company wants you to know about its structure.

What will help you is to gain a powerful insight into the real company. How does Company really operate? When you understand Company well, you can serve Company well.

However: Do not take everything Company is representing at face value. Reasons:

1. You are too smart.
2. Just as x-rays and MRI scans get doctors inside the patient and saves the life, apply your power of insight into Company and serve Company.

Reference @: "in Company's best interest."

Company is in power

Spend time and effort serving Company. Reason: Company can fire you.

Business is not reality.

Business is not reality.

B. Type of...

Outer environment

City

Go where the jobs are

Go where the market is. You do not have leverage when you live in a one company town.

Go into a boring and fast-growing industry. This industry is a great segment to be in. There are substantial barriers to entry, and the alliances are loyal.

Bigger cities do not know more

Bumbler believes workers in bigger cities know better how to do things than workers in smaller cities. Bumbler is wrong.

Industry

Staying industry specific

Keep your career focused. Reason: You do not want...

Jerk: You have not been in our industry for long. What do you know?

Barrier to entry is good

Look for careers with barriers to entry.

Type of industry

Bumbler believes he wants to sell attractive consumer products. He watched TV a lot, and he saw those products in commercials, so those products appeal to him. Bumbler is wrong. Avoid the glamorous industries. Glamorous Company receives many resumes from people who want to work there. Instead, work for obscure Company, because

obscure Company is not known.

Select industries you are comfortable in

Bumbler enjoys /working/ inside.

However, Bumbler works outside.

Bumbler to Coworker: We should go outside.

Coworker: I must /work/ here.

You will enjoy participating with similar coworkers. And, most people choose industries they enjoy. You share your interest with these coworkers.

Inner environment

Company

Agency first, company second

407. Should you choose to work in an advertising agency or in a company.
/how that is versus the agency/?

Agency: You put in the hard hours.

Company: You will not work as many hours.

Agency: Director has knowledgeable authority.

Company: Director is worried about their Product -- not you.

Agency: You always have the, "Manager succeeded in that Company."

Company: You are not getting the standards /agencies require./

Get a growing company

Go with a growing company.

Director will be more receptive.

The growing company is less

likely to pigeonhole

In the non-growth company,
Bad Director pigeonholes.

Bad Director: She is good at --
-.

A stagnant company is
territorial.

Environment

Work for worst company

You work for the worst company in
your industry. Good. Reason: Inside
that company you can show
tremendous gains over a year's time,
and then switch to a better company.
You will build up excellent
references, get experience in the same
industry. The potential employer is
glad to see the following: You were
in the worst situation, and you fought
to get strong results.

In a bad job

You are in a bad job. Probably, you
cannot get out of that job, though you
would like to. Win, and fight your
way out. Show Director you were in
a bad job and you succeeded despite
the problems.

Avoid Company that sells junk.

One reason: Company buys junk.

Bad President has bad beliefs about
value. Therefore, Bad President will
be unfair with you.

The beautiful company trap

One reason an advertising agency has
a beautiful office: They know they
are selling five-word slogans and
some desktop graphics. Agency

needs Customer to approve their program and stay with the agency through the dark days ahead.

Most companies are not successful.

Reason: Company is not committed to success. Company likes Jerk, because Jerk prevents success.

Size

Big

Big company or small

Let us compare the Manager...

~ who works for small

company compare

~ who works for a big company

Is a doctor who works in a small town worse than one in a large physicians group? No.

She is making a lifestyle choice.

Many workers have no stomach for the politics of a big operation. Worker may make more money in big Company, but she loses her freedom.

Small Company Worker...

~ does not want to be a cog in the wheel, where Jerk changes what she produces. Small Company Worker is frustrated.
~ does not want to learn only a fraction of a particular business.
~ wants to get a variety of skills in that industry.

Therefore, Worker works for herself or a small company. Here she can sometimes get the

best satisfaction of all: Worker sees her creation get strong results. Worker has paid herself more than a company can give her.

Big company is a network of smaller companies

Do not be overwhelmed by the idea of a big Company. Big Company could be a network of smaller companies.

A few Directors can run an enormous Company

Few Directors can run an enormous company. The only real difference is the impact -- what are the after-effects of the decision.

You can be smarter than everyone

You can be smarter than 100 coworkers together. Note: Director believes you cannot become smarter.

Prominence

Enjoy ones nobody has heard of

Enjoy working for a company nobody has heard of.

C. Realities of Company

Goals

Does Company want to reach the goals?

How does Company want to reach the goals? How fast?

The real structure

A company has its apparent structure and its real

function.

Company's culture

Understand Company's culture. Get in there and form your own definition.

Stated structure versus the real structure

Examine the known structure (Coworker reports to Director). However: You should also examine the unstated structure (Coworker has more power than Director).

Director can change the structure

Director delegates authority, but probably, Director's setup / arrangement will change. Reason: Director used the wrong factors to decide. For example...

Coworker to Director: I want to be leader on the project, because I am the best.

Coworker is aggressive with Director, so Director appoints Coworker as leader.

Director appoints Coworker as the leader, but Coworker cannot lead. Therefore, accept Director's delegation, and focus on Coworker's activities in her new role. If Coworker is a good leader, you are happy. Reason: Your team will make progress.

Notice an unusual structural change

For example, Good Coworker.

Changes roles. Bumbler talks with Coworker.

Bumbler to Coworker. Why did you change roles?

Coworker gives Bumbler a positive reason. Everyone has heard this reason. Instead, you ask Coworker's friend.

You to Coworker's friend: Why did Coworker change roles?

Coworker's friend: Coworker hates the department manger.

Lesson: ask the right coworker.

Not the real world

Company is not the real world.

Understanding the social parameters

Bad Director says Company has conflicts.

Also, those conflicts increase. The reality is: You can understand Company.

Understand the employee structure

All coworkers should understand the employee structure. The employee structure could unnecessarily upset Coworker. The structure should be understood, so all coworkers can be tactful.

Coworker misunderstands, and Jerk rejects the employee structure. Therefore, this employee structure must be apparent.

Lines of authority

You participate with Coworker. Take the lines cautiously. You participate with Developer. Take the lines loosely.

You to Developer: I encourage you to do the following: Talk with Director any time you need an answer.

Bad Director: Developer does not realize I am her Director.

Bad Director is a non-communicator with problems.

Understand the employee structure

Company has two employee structures.

1. The public structure. Everyone learns this arrangement.

2. The private structure. Experienced employees know this arrangement. However, the following people do not know:
- ~ Prospective customer
 - ~ Prospective employee
 - ~ New employee

Company's rules are inconsistent

Company has rules /was policy/. However, employees break those rules. Does Company enforce Company's rules?
Answer: Usually. Company is inconsistent.

Following are reasons that Company is inconsistent:

1. Director has power. Director broke a rule. Company ignores Director's mistake. Sometimes, company /hides/ the incident.
2. Company will lose money.

Continuing when the company breaks rules. Giving them real fast:

1. If someone does something right, but it's going to expose the bad activity Company did, it gets scotched.
2. Customer says he wants it a certain way, then Company breaks the rules. The example of the company does a cover-up, let's say the company creates a problem, and the product is bad, then Company will do a cover-up rather than let Customer know Company has given customer a bad product.
3. Company feels like doing a greater good. Clinton, Monica Lewinsky, economy will collapse.
4. Company feeling like can resolve problem in therapeutic way, so they can slowly start turning things around while they work on it.
5. Belief able to do this, because they'll have

a big victory later on.

6. Rules are broken if a person is popular or likeable.

Allows powerful person to crush opponent.
Company pays off those who are accusing, such as with plaintiffs in SUVs.
Points to contradictory information in their rules.

Also, curiously, company can look for strict enforcement of older rules, or ones that have gone out of style. They can read some original rules and say, you folks are breaking some rules. I don't know what that's used for, as a cover-up, or to gain an end. Over-use of a rule.

Company avoids playing by the rules to make the numbers look better.

Another reason breaks rules to beat the competition.

The company is quietly approving of the secret activity.

Company has written rules. Sometimes, Company adds the following statement to Company's rules.

Company: Company can make exceptions to the rules.

Company implies: These exceptions are rare.

However, often, the exceptions are frequent. Company breaks rules. How does Company explain?

1. Director: That incident does not apply to the rules.

2. Director becomes angry.

Director: Do not ask questions!

3. Director: Later, I will answer that question.

Later, he does not answer that question.

Another way director deflects.

4. Director dismisses the activity.

Director: That activity was not important.

5. Director: That activity is not relevant.

Is thinking good?

Bad Company wants to control your thoughts

Reason: Company believes the following: Employees must obey orders. Employees must like the orders. Employees must believe the following: President is smartest employee in Company.

Does Company want thinkers?

Bumbler decided to become a whipped animal in Company. Instead, you are productive Manager. Detect when Company is wearing you down.

Bad Director has a small mind. He believes the developers have freedoms.

Bad Director thinks: I let Developer get water. I am nice to Developer.

The build up/tear down bell curve

Good Director wants to build you up. Bad director wants to tear you down.

Does Director want thinkers?

Talk with any company. In a few hours, you will know if most employees are pawns or thinkers. Company is run by Director. The structure either...

~ Director gets everything passed up and down.

~ Director lets you decide for yourself.

Problem: Developer says no. Developer thinks he has decision-making power.

Developer: I told Seller no. I think costs too much money.

Probably, Bad Director will agree.

Bad Director: I agree.

Therefore, there is no progress.

Your vision or Director's?

Does Director want your best effort? Or, does Director want you to follow Director's vision? To understand, observe Director's behavior.

Note: If you are desperate for a job, do not ask these questions.

The ever-shifting leverage

Company wants to increase Company's leverage.

Bad Company has big problems

Bad Company deludes itself

Bad Company will always delude itself.

Does Company have a grip?

The enemy within

Example: Possible Customer does not like Bad Company's Product. Bad Company must stop its self-delusion. Possible Customer has a negative impression of Company. Company cannot accept.

Deluding itself

Often, Company insists upon deluding itself.

Self-destructive Bad Company

Bad Company has self-destructive behavior. Therefore, Bad Company fails. The enemy inside is worse than the outside.

Note: Business articles talk about external forces: competition, economy, market.

However: Infrequently will the story say Company self-destructed. Company had forces in the structure. These forces collapsed the structure.

Company is mediocre

Therefore, Jerk is comfortable in Company.
Now, you help Company succeed.
Therefore, Jerk wants Director to fire you.
Then, Company remains mediocre.

If President keeps Jerk, President does not want success. Company will fail.

Bad Company cannot change.

Bad Company wants to fail

Bad Company keeps Bad Director. Bad Director hates your projects. Therefore, Bad Director helps Bad Company to fail. Bad Company succeeds at failing.

Company is illogical

Be logical. One reason: Company is illogical. Therefore, you help company.

02 Coworkers

A. Motivation

Who are they?

Reference "Types of People" on page @.

Describe where all are coming from
In Company, decide where each coworker is coming from. What is the motivation for each coworker?

Bumbler: I know what will happen with Project.

Then, Bumbler is wrong. The opposite happens. Bumbler does not come back around and say...

Bumbler: I was wrong.

Bumbler will not admit his mistake.

Therefore, Bumbler will not play the game.

Or, Bumbler will say an excuse. Or,

Bumbler will blame Coworker. Bumbler wants to win this battle. Therefore, Bumbler sacrifices his credibility.

Instead, determine why the project failed. Use insight. Determine how the next project can succeed.

Analyze why Bumbler was wrong, so you know better the next time.

Profiles of coworkers

Let us have a standard check on Director. Reason: We can know what is going on before starting there. You simply make your own judgment about Director. How much leeway does she give your team? On a scale of...

A little

Moderate amount

This alliance has goals.

Directors have conflicts with each other.

Director 1: Obey me, Director 2.

Director 2: You must accept what I say.

Their fight is not productive. You need to compete projects. You must make progress. You get strong results. Those are the relevant issues. Your questions focus on progress.

There are questions:

Can she do the job?

Overall, would you say Developer's creations need extensive changes:

1) frequently

2) somewhat frequently

3) infrequently

Will Coworker obstruct you? Will Coworker help or hinder?

Regarding the environment: Overall, would she say projects advance...

1) slowly

2) Slowly... if there are "My answer depends" answers. Probably, your response is what the other guides say.

Company gives you personality tests. Therefore, give Company one.

One of our few advantages

Here is one of the few advantages you have in business: You can determine what is motivating Coworker. Navigating is easy once you understand.

Personality is central

Director's personality is relevant. Bad Director is critical. Good Director wants progress. Therefore, Good Director is not be critical. Good Director supports.

Your industry has certain personalities

Understand your coworkers. Your industry has certain personalities.

For example: Generally, are your coworkers outgoing? Your assessment will alter /affect/ your future moves.

Why is Jerk bad?

The reason he is

A vulnerable area is in reason why.

Example: You work extra hours.

Jerk: Manager works extra hours because Manager is incompetent.

Jerk's insult can stick. Solution: Come out

first with a better reason.

Motivation

Motivation is a fundamental.

Jerk protects his role

Reason: Jerk earns much money in Company. If Jerk was in other Company, Jerk would make much less money. Reason: Jerk does not produce strong results in Company. Instead, Jerk manipulates Director. Jerk works in Other Company. Jerk cannot manipulate that Director. Other Company Director fires Jerk.

Jerk wants mediocrity.

Jerk wants mediocrity.

See “Derailing” on page @.

Observation

Live life of other, know as she does

Live your own life, and you live the lives of other people. See Coworker is happy. Enjoy Coworker’s happiness through Coworker. As successful Manager, you have a sharpened intuitive sense. You can see the wheels turning in Coworker's mind. You know why she says what she does and what Coworker will say. You are not always right. You are wrong. Understand why you are wrong. Add this information to your knowledge base. Find good uses for your knowledge base.

You: I know where this subject is going.

How Coworker tells about herself

Ask advice for yourself. Often, Coworker tells you her experience. Then, you learn about Coworker.

Understand Coworker’s perspective

Coworker cares about Coworker. Therefore, understand Coworker's perspective.

You to Coworker: What is your view about Company's product?

Coworker: Our product has bad quality.

Now, you know Coworker's perspective.

Coworker wants to be correct. Therefore, Coworker will reduce the product's quality. Therefore, avoid Coworker.

Coworker's behavior follows Coworker's perspective. Coworker believes Company cannot grow. Therefore, Coworker prevents Company's growth.

Learn Coworker's perspective. Then, unite with coworkers who want Company to grow.

Focus on Coworker's specialty /emphasis/. Coworker manages the warehouse. Understand how the warehouse helps Company succeed. Ask the Warehouse Director about warehouse issues. What does Warehouse Director need for success? Get Warehouse Director's opinions about other departments. However, Warehouse Director is not an expert on other departments. Probably, ignore Warehouse Director's advice about other departments. However, listen to Warehouse Director's warnings about other departments.

Coworkers have meetings. Before a meeting, know most coworkers' perspectives on issues.

Do not be obvious about clue-collecting

Get indications about what Coworker

believes about Director. However: Look like the following: You are paying little attention to Coworker. In fact, you are filing the information.

Answer Director in her proposal

Director said her orders. Answer Director's orders in your proposal. Your proposal does the following:

- ~ confirms her problems
- ~ she can derive a conclusion from

Do not ask Director to agree with you.

Bumbler: As you said, he behaves this way.

Instead, you should only present the information, and let Director have the "Aha!" Reason: Director has the "Aha!" Therefore, Director is likely to agree. Reason: She had the thought.

Assess what Coworker is thinking

Bumbler does not consider what Coworker is thinking. Bumbler does not want to know.

Understand each coworker, then you can figure each out

If you can accurately determine what Coworker will do, you can get Project through.

Understand Coworker

Learn Coworker first.

Why does Coworker need that item?

If Coworker's behavior is outside the norm, understand her behavior. Then, you can make progress.

The "Coworker meter" in your judgment

Determine if Coworker's character makes

her a certain way. Example: She is easily excitable. Example: You meet Coworker and she is enthusiastic. Factor Coworker's enthusiasm into your "Coworker meter." You cannot significantly change your judgment about what should be done. Reason: Coworker is excitable.

The quick assessment

You get assessed quickly.

Avoid immediately getting a bad reputation.

More than meets the ear

Not doing what say

You need a cynical eye. Jerk is not doing what he says he does. Instead, he is posturing.

Coworker says he does, but he does not

With a controversial subject...

If Coworker...

~ talks about the subject...Coworker is not involved in the subject. Being quiet does not make her involved.

~ does not talk about the subject...Coworker could be involved in the subject.

Reason: She might tip her hand.

Jerk...

~ talks about the subject even though he is involved in the subject. Reason: Jerk thinks he can handle anything.

Jerk: "The issue is true. However, you should not believe the issue is true"

Understand true motivation.

Bad Director: The issue is true, but you should not think the issue is true.

Bumbler: In general, such coworkers do such things.

Bumbler gave Jerk the opportunity to attract coworkers with small minds.

And, Jerk will take this opportunity.

Reason: He hopes to gain some points with Director.

The following coworkers align with Jerk:

1) The opportunistic Coworker, who looks for money for these "high crimes."

2) The easily offended Coworker, who cannot handle anything;

3) The automaton Coworker, who years ago turned over his mind to be run by societal norms.

Do not tell your understanding.

Coworker: "I do not care."

Listen to Coworker.

Coworker: I do not care.

Listen to Coworker's tone.

Tone is exasperated: Coworker actually cares

Tone is casual: Coworker does not care

If she says she does not care, she does

If she says she does not care, she does care. She does not

talk about things she does not care about.

Learn through exchange

To learn, talk about failures

Ask Developer to talk about her mistakes. Developer says she made mistakes. Developer can say what those mistakes were and what she learned from them.

Get clues in conversation

When you talk with Director, get clues from her.

Sensing voice on the phone

Sense how Director reacts by her voice on the telephone.

Toward what goals

Understand Coworker's tactics

Understand Coworker's tactics.

Detecting by manner

Detect Coworker's role by Coworker's behavior. You walk into a meeting. You read all the roles/dynamics/positions immediately, and come away with a good accuracy rate. Judge yourself: How well did you judge each coworker? And, you learn from your errors.

Consistency

Behavior of Jerk over time

However: Often, aging does not change Jerk's behavior. If Jerk was bad at age 29, chances are he is bad at age 59. Jerk's methods change, but he is still trouble.

You know Jerk's character. So, you understand Jerk's action

You do not know what Jerk's next attempt

is. However: You know Jerk's character, and you can predict what attempts he will make. Reason: They are within Jerk's character.

Jerk follows his character

Jerk follows his character.

Count on consistency

Count on Jerk's consistency. For example, Jerk is always lazy. You can prove that Jerk is always lazy.

1. You ask Jerk to help. Jerk does nothing.
2. You write Jerk an e-mail asking for help. Jerk does nothing.

Now, you have a written record. Good.

Do not trust Jerk

Do not believe Jerk. Jerk was mean to you twice. Therefore: Jerk is mean.

Unfortunately, time is too valuable. Avoid Jerk. Cast him off, because he prevents you from making contributions. Avoid Jerk and be productive!

Cannot change Jerk

You cannot change Jerk

Jerk follows his agenda. Jerk is true to himself. He is true to his motives.

You are at fault. Reason: You accept Jerk's garbage. You allow Jerk to continue Jerk's misbehavior. You do nothing. Probably, you cannot change Jerk's role. Accept Jerk's role. Note: He cannot "have some sense." Then, you can stay inside the limits of what our society likes. You want Jerk to stop his misbehavior.

Note: You can modify how Jerk

behaves toward you.

Genuineness

Jerk thinks his misbehavior is good

Jerk has wildly bad behavior. Jerk believes his actions are justifiable. Therefore, find Jerk's logic in the early stages, and realize you will not connect with him. And, you will not reform Jerk.

Since you are not naming names, Jerk does not think you are talking about him.

Instead...

Jerk thinks: I agree. I also worked with an idiot.

Jerk believes his behavior is normal

Jerk behaves a certain way. Jerk expects you to behave like Jerk.

Jerk thinks: I behave correctly.

Still, Jerk believes he behaves better than you.

Jerk believes his behavior is good

There is a pattern. Jerk's bad behavior is in his heart.

Needs

Developer wants a new project

Developer wants to make discoveries.

Emotions

Struggling with emotions

[You are in some sort of bad mood, so...]

We will address the issue later.

Only one emotion at time

Coworker can have only one emotion going at a time.

B. Types

Introduction to types of coworkers

Types of coworkers

In Company, you have assets, liabilities, and neutrals.

Spectrum of kinds of coworkers

Nice to jerk

Calm to panicked

Edits a little to edits a lot

Quiet to talks a lot

Big on alliance to could not care less about you

Fatherly/motherly to childish

All but a small percentage

Director does not realize how much you do.

Let us talk worse rather than better

Coworker has great character. If you participated only with Coworker, you would be fine. Therefore, let us talk about the ones who give you problems.

Levels of understanding

There are three types:

~ Good Coworker understands.

~ Developer is made to understand.

~ Jerk never understands.

Flow of the categories

We are going "up the scale" from stupid to authoritarian.

Stupid

Bumbler thinks Coworker is stupid

Bumbler thinks: I do not make mistakes. Coworker makes many mistakes.

Jerk's mistakes can harm you

Note: His rampages can hurt you.

Do not follow Jerk

Do not be distracted by Jerk. He is stupid and reckless.

Beware: Jerk wants to defeat you.
Jerk accuses. Jerk's accusation fails.
Jerk accuses again.

Jerk will never understand

Jerk will never understand.
Meanwhile, Company cannot afford
Jerk's non-productivity and mistakes.
Jerk should go somewhere else.
Maybe there he will succeed.

Jerk will have a tough time

Jerk is stupid. Therefore, Jerk fails
often. Therefore, Jerk tries to "even"
the playing field.

Avoid Bumbler

Bumbler is an unknown risk. His
mistake can cost you money. And,
you will not catch most mistakes until
they are excessively late.

Dumb one way, then another

Bumbler is stupid one way in
business. Therefore, he is stupid in
most other ways.

Bumbler is naive

Bumbler believes Jerk. Jerk makes a
statement. Bumbler believes Jerk's
statement is true. Reason: Jerk
spoke.

More stupid than the prospects

One of your greatest enemies is small
mindedness.
Jerk: Our possible customers will not
understand this idea. They will reject

this idea.

Jerk's attitude causes bad production.
Changing Jerk's attitude is difficult.
Spend months wearing Jerk down.
Ask many questions. Look at your
bad job, or Bad Director, as a
situation where you can resolve
problems.

Lazy

Jerk: "You are confusing."

Jerk says you are confusing. Reason:
Jerk disguises his laziness.

Lazy

Jerk acts in extreme. One reason: He
does not have a sense of what is right
or wrong. Therefore, if he is lazy, he
will only get lazier.

Director does not care

Director does not care about you. She
will not put up with interruptions.

Do not have long conversations with
Director. Instead, be productive.
Rely on your skill set and objectives.

Does the minimum

Jerk: What is the minimum I can do?

The tired

Bumbler is tired. Therefore, Bumbler
says the world is bad.

**Bumbler: "Formerly, I was
productive."**

Bumbler brags about his past. But
now, he is lazy.

Do not listen to Bumbler. The reason
Bumbler brags about his past:

Bumbler disguises his laziness.

“I do not want more customers”

Jerk thinks: Company has enough customers. I am too active /busy/. I /work/ excessively. I need a vacation. Company demands everything from me. Company needs more employees. I need help. Manager wants more customers. Company will not hire more staff to /serve/ those customers. Therefore, I dislike Manager. I want Director to fire Manager.

Jerk does not tell Director about Jerk's view. Reason: Director wants more customers. Therefore, Jerk acts secretly . Coworker's secret objective: Get Director to fire you.

Insecure

Panic button

Jerk is nice when the pressure is not on

Jerk is nice when the pressure is not on.

Jerk hits the panic button.
Beware of Jerk. Jerk has a crisis. Then, Jerk has another crisis.

Exaggerator

Bumbler exaggerates to persuade

Bumbler exaggerates to persuade. Therefore, do not take his statements literally, or as a clear picture of what you can expect.

The dramatic

Jerk goes dramatic. He is like some poorly played villain in a TV movie.

Let us get our lives past the plots and acting in a TV movie.

Never wrong**Jerk will not admit when he is wrong**

Jerk says he will admit when he is wrong. However: You never see him admit.

Therefore, Jerk is not honest with himself.

Jerk cannot admit he is wrong, and he is wrong most of the time.

The self-justified

Do not give Jerk easy excuses for self-justification.

Jerk is childish and not accountable

Jerk has tantrums. Reason:

Jerk does not have to get strong results. You are humble.

Reason: You have to get strong results.

Jerk wants to escape

Jerk will escape any way can.

Do not follow the risk-taker

Do not follow the risk-taker.

Jerk: I do not care - I am saying -----.

Jerk will blunder. He makes an excuse and is fine. You would not be as lucky as Jerk.

Do not strike poses

Jerk believes the following:

Jerk strikes a pose. Therefore,

Jerk must be right.

Jerk: We should do project this way.

Jerk's look says: "Do not challenge me."

Blamer**Blamer**

More galling than the problem is seeing Jerk lie.

Jerk will blame you

Jerk cannot blame himself.

Therefore, he will blame you.

Jerk is excellent at blaming.

Unfortunately, Jerk puts his talent toward evil rather than good.

Company wants to blame you

You are in Company. One reason: Company can blame you. Director does not want blame. Therefore, Director has you. Director blames you.

Hindsight**The "I told you so" Jerk**

"I told you so" Jerk has personal problems. Always, Jerk must be right. Reason: Jerk is insecure.

Jerk looks backwards clearly

Jerk has a clear view of past events. Instead, you know the future is not easily predictable.

Avoid the second guesser

Jerk says why everything "is done badly." Jerk avoids being productive.

Liar

Where Jerk is

Types of lies

Kinds of lies

The different kinds of lies:

1. Fudge.
2. Cover-up.
3. Revenge.
4. Omission of where you went.

The "we discussed that information" lie

Jerk: I told you that information.

Changing stories

Jerk is concocting

Jerk is concocting.

Changes stories

Jerk changes his story. Jerk's new story serves Jerk now.

Jerk must live with Jerk's lie

Jerk must live with Jerk's lie.

Returning to the lie

Jerk must revisit

his lie. Reason:
He wants to know
each coworker's
belief. Then, Jerk
replies.

**Boundless capacity
for denial**

Jerk has a
boundless capacity
for denial. He
convinces himself,
but he cannot
convince you.

**History of
fabrications**

A liar will have a
record of
fabrications.

Jerk will trip up

Jerk is too smart.
He is a liar.
Therefore: He will
trip himself up.

**Jerk determines who
believes and who
doesn't**

Jerk must keep a
mental tally sheet
on Coworker.
Jerk thinks: Good
Coworker believes
my lies. However,
Director is
skeptical.
Imply: I hope you
put me on the
other extreme. I

would be honored.

Non-stop reframing

Jerk reframes his
bad behavior.

Do not respond
directly, such as
saying...

Bumbler: You
reviewed this
assignment in
February.
Jerk argues with
Bumbler, so Jerk
wins.

Instead, raise the
subject in the mix
of the
conversation.

Wait a few
minutes, then mix
your big point into
a related
statement.

Convinced himself

Jerk is sincere

Jerk is sincere with
his thoughts. He is
self-misguided.

Why is Jerk acting
like a jerk?

**Jerk convinces
himself anything**

Jerk can convince
himself of

anything. He can
even convince
himself.

**Jerk convinces
himself first**

Jerk convinces
himself. Jerk has a
dual arrangement
with Jerk:
~ Jerk convinces
Jerk the story.
~ In the other part
of his mind, Jerk
changes his story.

Jerk admires Jerk.
Jerk has gotten so
much past
Director.

The liar is indignant

Jerk thinks: Why
is Manager
questioning me? I
denied everything.

Jerk knows he is
lying. However:
Jerk thinks his
story is so good,
you should believe
him. If you are
suspicious, he is
angry. He is
indignant.

Jerk believes his
own lies.
Jerk thinks: I

made a statement.
Therefore,
Manager must
believe my
statement. My
statement is a lie.
However, I gave
Manager such an
excellent lie
Manager must
believe me. Look
at the other
wonderful things I
have done! I am
great.

Jerk becomes
more indignant as
his lies are
discovered. He
becomes angry,
because he hopes
you will stop
asking him about
his lies. Do not let
Jerk succeed.

**Jerk cannot admit
his lies**

Jerk cannot admit
his lies. Jerk's lies
will always limit
him.

Jerk should tell the
truth. However,
Jerk cannot tell the
truth.

“Who will believe

my lies?”

Bad Director
thinks: Who is
stupid? Who will
believe my lies?

**Jerk is proud of his
lies**

Jerk thinks: I can
lie fast. I can lie
great.
Jerk is proud.

Belief

**The lie may be possible,
but the lie is still not the
truth**

Jerk's lie is possible.
However, Jerk's lie is not
true.

Imply: I do not believe
your lie. There is no
reason.

Jerk thinks since a lie is
possible, he can build a
fact from the lie.

Jerk must match his
stories. He is wrong to
match his stories.

Reason: Most of life is
flawed. His lies would
be more believable if
they were imperfect.

Example:

You: I should have
called Coworker, and
only later did I realize
the following: I should
have called Coworker.

But I was focused on a different subject.

Jerk tries to conceal his lie. The problem is: Jerk has lied too much, and you see Jerk's concealment.

Jerk thinks: My lie could be true. Do not accuse me of these misdeeds, because my lie is perfect. Even then, he still thinks...

Jerk: Manager cannot be sure. Manager was not there. Manager says she knows, but she does not know.

Imply: I assume you are lying. You want to play games. However, you must participate with me.

You are one of the best liars I have met.

Jerk makes himself the victim.

Jerk implies: How could you accuse me? Stop!

The liar assumes you will believe

What goes through the liar's mind is...

Jerk shows off his lying
Jerk needs to show off

his lying abilities.
Jerk will keep paying
attention in the
conversation. He is
challenged. He has to
show his capabilities.

Jerk laughs about his false claims

Jerk makes false claims.
Then, Jerk discovers
Bumbler believes Jerk.
Jerk thinks: Bumbler is
stupid.
Let the following
motivate you: Jerk
laughs at Bumbler. Jerk
gets what Jerk wants.

Where you are

Avoid lying Jerk

Avoid lying Jerk

Stop wasting so
much of your time
worrying about
lying Jerk. If
Company is good,
he will be found
out. If Bad
Company
encourages Jerk,
there will be other
problems too, so
consider going
somewhere else.
You have made
yourself
marketable, so you
can go elsewhere.
If have not, you

have a bigger
problem than your
company does.

See making
yourself
marketable
section, page @.

Do not keep
disproving the
liars. You are
better off saying...
You: Jerk crossed
the line repeatedly.
Jerk crosses the
line, and nothing I
do will change the
way he is.

Jerk is too
consistent. Jerk
does not know
when to be true.
When he tells the
truth, he acts
proud.

**Do not trust a lying
Jerk**

Jerk lies to you
half the time.
Therefore, you can
never trust Jerk.
Reason: You do
not know when
Jerk lies and when
he tells the truth.

**Imply, but do not
say, "You are a**

stupid liar"

Jerk lies, so he is
stupid.

~ Irresponsibility
~ caring only
about himself
~ getting into
trouble

Therefore, Jerk is
an equally stupid
liar. He cannot be
more competent at
lying than he is at
life. He will be
found out.

Jerk is not
productive.
Therefore, Jerk
lies.

**No benefit of the
doubt**

Jerk will not
believe anything --
even when
Coworker shows
proof. Do not be
like Jerk.

You can tell Jerk
is lying by how he
is talking, or
because of the
little
inconsistencies in
what he is saying.

**Do not call Jerk a
liar**

Obviously, Jerk is lying. However: Do not call him a liar. Jerk simply shows he will use lies, and if he lies once, he will lie many times. Do not say Jerk is a liar, even in conversations with Director.

You: Here is what happened. [You explain the story.]

Director: You are saying Jerk is a liar.

You: I am saying what happened.

Incompetent

A reprieve means a repeat

Imply: I told you the mistake with this assignment. You caused this mistake. I will not give you a reprieve. If I gave you a reprieve, you will make the same mistake again. You did not learn from your mistake.

I will not empower you to repeat your bad behavior.

Jerk raises the issue again

Jerk repeats a lie. Reason: Jerk wants to learn the following: Do you still disbelieve Jerk? Also, Jerk wants to know if can lie to you again. Do not be nice

to Jerk. Instead, give Jerk a non-answer.

You: Yes, well. Hm.

Then, change the subject. If Jerk continues to talk about his lie...

You: I do not want to talk about that subject.

Note: Jerk keeps his job

Jerk is incompetent, yet he is still in Company. Therefore, Jerk is smart. Jerk is incompetent at work, and competent at keeping the job.

Continual failure is a long-term failure

Jerk fails at Project twice in two weeks. Therefore, he is a failure. He cannot understand Project. He is not putting the attention, brains, diligence, precision and energy into doing Project correctly.

Jerk fails, so Jerk wants you to fail

Jerk cannot complete a project. Therefore, Jerk believes the following: You cannot complete the project. Then, you complete the project. Jerk hates you.

1. Jerk says your effort is bad.
2. Jerk says the project is not completed.
3. Jerk says you did nothing. Coworker completed the project.

Tied to

Jerk lie. Therefore, Jerk succeeds three ways at once.

- 1) Jerk defeats you.
- 2) Jerk continues to be incompetent.
- 3) Jerk avoids responsibility.

Experience does not change many

Aging does not bring stop childishness, reprimands for being tardy and unfair insults. His problems may lessen some, but not too much.

Hesitate before judging Jerk

If Jerk has lots of experience at politics, do not make fast negative judgments about him. There are reasons he has prospered in Company. Learn those reasons.

Unprepared

Jerk is put into an undeserved higher role. Therefore, Jerk is not prepared for the role. Therefore, Jerk will make mistakes.

Jerk betrays you

You help Jerk. Then, Jerk betrays you.

Bumbler embraces irony

Bumbler says proudly...
Bumbler: I never created a similar project. Instead, I decided to create this project.

Unfortunately,

Bumbler's project is terrible.

**Jumper: Selling out
Developer in a meeting**

Jerk betrays Developer in a meeting. Jerk thinks he is right -- siding with Director. Jerk is wrong. Jerk betrayed Developer. Director thinks little of Jerk either. Reason: Jerk has "Traitor" tattooed onto his character, and Director knows the following: Under certain circumstances, Jerk would betray Director, too.

**Bad Director will not
support you**

If you have major crisis, Director will not support you. First, Director will protect Director.

Do not rely on Director's support. Instead, make smart decisions.

Afterward, you can say: I made a decision. I completed the project. My decision caused a crisis. That decision was the best decision.

Director did not support me. I knew Director would not support me.

Company fired me.
However, my reputation
is enhanced. New
company needs me.
Reason: I complete
projects. I get strong
results.

**Frightened Bumbler cannot
make progress**

**Bad Director is scared to
break out**

You create a different
project. Then, Bad
Director ruins your
project.

One reason: Most of the
other projects Bad
Director reviews are
mediocre. Therefore,
Bad Director is scared.
Bad Director does not
want to approve a
different project.

Jerk: We can use
Assignment in
[something unimportant,
such as Company's
newsletter]. But we
should not use
Assignment in a high-
profile situation. If we
do, we might offend
people.

Needy

Asks for favors

Jerk has strange habits.
Example: He always
asks for favors.

His needs are not typical

Coworker has lots of power. Coworker succeeds because Coworker has strong needs for power. She needs different things. Decide what Coworker's needs are. Behave accordingly.

One clue: Probably, Coworker's expressed goals do not tell the whole story.

Coworker: I want to help Company.

Wrong! Determine her real goals.

Do not trust those who appreciate you for your success

Jerk likes Bumbler because Bumbler is successful. The moment Bumbler fails, Jerk will leave and align with the winner.

**Do not be loyal to lazy Developer
Jerk is incompetent. Therefore, Jerk yells**

Jerk cannot /handle/ a crisis. Therefore, Jerk yells. Jerk diverts attention. Reason: Jerk is incompetent. Jerk worries about the following:

1. Director will realize Jerk is incompetent. Therefore, Jerk

yells at you. Reason: Jerk wants the following /setup/: Director believes you are incompetent.

Bad Director yells

You to Bad Director: Let us discuss the problem.

Bad Director responds with the following:

- ~ yells
- ~ blames
- ~ lies
- ~ accusations
- ~ Threats
- ~ /hysterics/

Bad Director believes the following: Bad Director's tactics are effective.

Bad Director thinks: I must yell at Developer. Then, Developer accomplishes.

Bad Director thinks: I am challenging to my team.

Bad Director fears the following: You will use Bad Director's bad qualities against Bad Director.

Bad Director thinks: My criticisms help Company. We avoid problems.

Actually, Bad Director creates problems. Reason: Bad Director prevents progress. Criticism /thwarts, impedes/ progress.

Bad Director yells at you.
Good. Reason: Your value increases. Bad Director yells at Coworker, and Coworker leaves Company. Then, Coworker has no value in Company. Instead, you stay in Company. Your value increases.

Bumbler fears major issues

Bumbler obsesses about small issues. Reason: Bumbler fears big issues. Bumbler cannot understand big issues.

Bumbler must lose.

Bumbler is frightened by success. Losing is easy. Bumbler loses. Then, Bumbler rests.

Bad Director wants to humiliate you

Bad Director wants the following: You feel pain. You are humiliated.

Bad Director wants to humiliate you. Reason: Bad Director wants power.

Bad Director thinks: If Manager's power is reduced, then my power will increase.

Bad Director wants to make everyone look bad

Bad Director wants a good reputation. Therefore, Bad Director makes everyone look bad. Bad Director confuses President. Bad Director betrays you. Bad Director lies to everyone. Bad Director
~ manipulates Coworker
~ bullies Coworker

To be a Spanish lake loser ahs some distinction to it.

President compares Bad Director to coworkers. Therefore, Bad Director /reduces/ coworkers. Then, Bad Director compares better than Coworker.

Bad Director wants to discredit you

Reason: You are /credible/.

Bad Director is desperate

If Company fires Bad Director, Bad Director has few choices. New Company will not hire Bad Director. Or, New Company pays Bad Director less money. Bad Director knows the following: Bad director will fail in New Company. Bad Director fails. Reason: Bad Director cannot get strong results. Therefore, Bad Director fights for Bad Director's job.

Coworkers dislike Bad Director

Probably, Coworker doesn't

say Coworker's feelings.
Probably, everyone dislikes
Bad Director. Instead, nobody
speaks publically about Bad
Director. However, coworkers
speak privately about Bad
director.
Coworker to Developer: I
dislike Bad Director.
/remain, stay/

Bad Director /hounds/ you.
One reason: President dislikes
Bad Director. President
believes Bad Director is
incompetent. Therefore, Bad
Director cannot participate with
President. Therefore, Bad
Director /hounds/ you.

Other Department Manager
does not trust Bad Director.
Reason: bad Director is
unreliable. Therefore, Other
Department Manager has new
problems.

Jerk is angry often. Therefore,
Jerk upsets Coworker often.
And, Jerk impresses less.
Coworker think: Jerk is always
angry. I stopped listening to
Bumbler.

Bad Director yells at you.

Bad Director upsets your
emotions. However, the affect
is temporary. You will recover.
You will feel normal. Then,
you are stronger. Reason: You

survived Bad Director's attack.
Bad Director lost. Reason:
Bad Director behaves badly.
Bad Director's reputation is
bad. Bad Director makes less
progress. [combine this with
everything about the company
has few alternatives, because
other people wouldn't take this
garbage.]

**Bad Director gets angry about
minor issues.**

Therefore, Bad Director's has
less effect on /the team/. Bad
Director gets a bad reputation.
Bad Director loses /credibility/.
/The team/ avoids Bad Director.
Bad Director loses power.
Coworker is /uncomfortable/
with Bad Director. Bad
Director functions poorly in
company.

Then, Bad Director is angry
about a major issue. Bad
Director is right about the issue.
However, Bad director has no
credibility. The team ignores
Bad Director. Company
declines.

So, Bad Director yells louder.
And, Bad Director looks worse.

Bad Director is irresponsible.

Therefore, Bad Director poses.
Bad Director acts strong. Bad
Director acts decisive. Bad

director is intimidating. Bad Director acts confident. Bad Director prepares to blame you. However, Bad Director is weak and incompetent.

Bad Director thinks: If my decision is wrong, how can I blame Manager?

Bad Director does not focus on success. Instead, Bad Director protects Bad Director.

Good President is subtle. Interpret good President's subtle statements.

Bad Director says excuses.

Director: President forced me to approve. I decided too quickly. I focused on other issues. I received bad information.

Bad Director is reckless.

If Bad Director has success, then Bad Director will soon have failure. Reason: Bad Director got success by chance. Soon, Bad Director will have failure. Reason: Bad Director relies upon chance. Chance will hurt Bad Director.

Instead, develop your skills. Rely on your skills. Then, your power will increase yearly.

Bad Director is mysterious.

Bad Director makes Developer concerned.

Developer: I do not understand Bad Director.

Instead, give Developer confidence.

Bad Director thinks: I am powerful. I make Developer unhappy. I control Developer's thinking. I control Developer. In reality, Bad Director never controls Developer. Instead, Developer does little activity for Bad Director. Company declines.

Developer rejects Bad Director's attempt.

Reasons Director acts mysterious:

Director hopes to look powerful.

Bad Director wants to hide Bad Director's tactics. Everyone asks: How does Bad Director operate?

Bad Director wants to look intelligent. In past Company, Bad Director spoke a lot. Coworkers learned the following: Bad Director is stupid. Past company fired Bad Director. Now, Bad Director is quiet. Bad Director is mysterious.

Bad Director prioritizes the following: Bad Director looks strong. Bad Director becomes isolated. Reason: Bad Director wants to be mysterious. Therefore, Bad Director has less control over activities. Bad Director is ineffective. Company declines.

Bad Director gives bad orders. The team goes in the wrong direction.

Inconsistent

Inconsistent = incompetent

If Jerk shows constant inconsistency, he is incompetent. Reason: Memory is weaker than consistency of judgment. However: Jerk is incompetent, so he will judge differently this occasion. Avoid Jerk. Reason: You will always go around in circles.

You cannot remember what you decided some time ago. But, you have consistency of judgment.

Use Jerk's inconsistency

Jerk is a loser. One reason: Jerk is inconsistent. Jerk: I want to launch in

January.

Director: I want to launch in July.

Jerk: I want to launch in July.

Use Jerk's inconsistency.

You imply to Coworker:

Frequently, Jerk changes Jerk's assessment.

Bad Director stays with the past

Last year, a /plan, project/ succeeded.

Bad Director: Last year's project succeeded. Here is the reason: The economy was good.

However, Bad Director will not do the following: Make a prediction about this year's project.

Bad Director says intelligent statements about the past. Bad Director hides in the past.

Bad Director must act powerful. Therefore, Bad Director talks about the past. Reason: Bad Director can be powerful here. Bad Director does not discuss the future. Reason: Here, Bad Director is confused [powerless].

Bad Director is inconsistent.

Bad Director likes terrible projects. Bad Director makes random choices. Therefore, your achievements will be random. You want success. Therefore, present many plans to Bad Director. Bad director approves some of your plans. Then, you get more success.

Insecure

Insecure

Director compliments Insecure Coworker, and for two hours Insecure Coworker is happy. Insecure Coworker thinks: I am not a loser. Two hours later, Insecure Coworker is insecure again.

Insecurity equates with showing advantages

Jerk needs to display his advantages. Therefore, Jerk is insecure.

Ego related to insecurity

Jerk has big ego. Therefore, Jerk is insecure.

Insecure imitates

Bad Director has no confidence in his marketing skills. Therefore, Bad Director mimics whatever is currently done.

The competition advertises their product a certain way. Bad Director believes the competition must be correct. If much Developer does is wrong, insecure Director cannot tell the difference.

Solution: Use methodical therapy. Methodical therapy could reform Coworker. Much as education does not occur overnight.

Coworker imitates Director

Coworker: I said my belief.

Probably, Coworker did not say Coworker's belief. Instead, Coworker imitated Director.

Jerk shows his "superiority"

Jerk displays his opulence. Therefore: He is insecure. Imply: You win, Jerk. You are better than I am. You are successful, and compared with you, I am a failure.

You give Jerk the drug shot Jerk needs. Reason: Jerk cannot give Jerk these compliments.

Jerk has a perpetual need for compliments. Do not fight him. Let him win. Jerk becomes frustrated.

Jerk helps his bad self esteem

Jerk...

~ is corrective

~ puffs himself up at your expense.

You think: His statements give his abysmal self-esteem a temporary jolt, so we should be glad.

Jerk fixates on small matters

Jerk fixates on small matters.

Reason: Jerk must prove how smart Jerk is. Jerk cannot handle the big tasks. Small obsessions equate with a small mind.

Also, Jerk fixates on irrelevant issues. Jerk will not change the outcome. But, if he can combine negative bravado with his obsession, he can make himself look good.

Insecure Jerk wants reaffirmation

Jerk wants reaffirmation of what Jerk already believes. Instead, you want to learn.

Puffed-up

Insecure Jerk needs to brag

Jerk brags. Therefore, Jerk is insecure.

Deceiver wants to convince you the following: Deceiver is great

Behaving tough

Jerk behaves tough. However, Jerk is not tough. Jerk is a coward.

Excuses

Belabored excuses

Jerk makes belabored excuses.

Excuse equals relief

Jerk makes an excuse for Jerk's bad action. However, Jerk's excuse is unrelated to what happened. Still, Jerk is relieved. Reason: Jerk escaped punishment.

Too many excuses

Imply: You give me too many excuses. Let me assure you: We will not follow a plan where the best way is:

- ~ cook up an excuse
- ~ rewrite history
- ~ accuse someone else of misunderstanding

Jerk only produces excuses

Jerk produces excuses. Jerk goes on and on. Reason: Jerk tries to gain an advantage.

Too many excuses

One way you can identify excuse making Jerk is when he gives you his excuses. He gives you too many excuses. Jerk believes the following: Three excuses become one big excuse.

Jerk makes a mistake. But, he has an excellent excuse. He says you did Project wrong. He does Project wrong the second time. But, he has a second excuse. Jerk's second excuse is not as good, but Project is darned fine.

Jerk's frequent excuses are ineffective. Reason: Sometimes things break his way. Example: Jerk cannot always be late and be credible. Sometimes, Jerk should be early. But, Jerk is always late.

Jerk disguises his bizarre behavior

Look for patterns in excuses

Look for patterns in Jerk's excuses. Repeatedly, Jerk avoids his assignment. The chances of him doing the assignment are reducing each day. You reach a point where you must stop depending on Jerk. Find another way.

Next time, do not use Jerk.

Note: Jerk causes problems for Coworker. Jerk's value will drop in Company. Jerk does nothing all day. Possibly, Company will wise up.

Get into situations where you can study the character of the

person you are hiring.

Jerk is smart at lawsuits, unemployment claims, sickness claims, disability claims, and so on. Jerk knows this game. Bumbler lets Jerk win. Jerk will use whatever legal weapons he can. Also, Jerk will seek support from loser ex-employees. How do you win?

1. Write down everything.

Make your points early.

However, do not give Jerk your points yet. Give Jerk written instructions. Give Jerk your requests. Then, Jerk does not follow your instructions. Then, write Jerk a memo.

Imply: You did not follow the instructions.

Do not get emotional, accusing or in any way unprofessional in these notes. Be straight.

Beware: Jerk tries to divert Director's attention. Jerk causes an unrelated problem.

Nonetheless, you will be continually surprised at Jerk's acts. Example: Jerk is late most of the time. Ask Jerk to note the following information: Jerk notes Jerk's arrival time. Jerk notes Jerk's departure time. Then, Jerk should give you the time sheet at the end of the week.

Note: Everybody knows what

is going on here. Jerk knows Jerk is often late. Also, Jerk likes being late.

But, look ahead. A voting day is coming up. For example, tell Jerk he can come in late.

Reason: Jerk can vote. If you do not, he will gain an advantage.

Jerk did wrong, so he causes a distraction

Jerk made a mistake. Now, Jerk wants to avoid responsibility for Jerk's mistake. Therefore, Jerk diverts. Two examples:

1. He brings in a picture of his sick cousin.
2. He claims a terrible back injury at his desk.

Jerk: We have an emergency. Do not talk to me.

Let Jerk delay for a small time.

You: Soon, we should talk about this issue.

Note: Jerk will try to avoid you.

Weird

Erratic

Erratic Jerk changes campaigns

Business has erratic companies.

A company changes management strategy about every year.

Switch campaigns when fail

When you fail, look for the hard-hitting campaign.

Jerk always changes direction.
You are fighting his hesitation.
You reach the goals. Write
down what he says. Do not let
Jerk do a little in the first
conversation.

Judging Jerk erratic

You conclude that Jerk is
erratic. Also, Coworker
believes Jerk is erratic.
However, Coworker says
nothing. Being erratic connects
with being lazy. If you have a
productive erratic Coworker,
ally with her. Many kinds of
personalities make up
Company. If you let Jerk get
the better of you, he won.

Cannot talk sense

Jerk is stubborn. Jerk will not
think differently. Do not try to
do the following: Make Jerk
think differently. Note: You
are not trying will frustrate him,
so you will win.

Self-centered

Self-centered

You can identify Jerk. He does
not care about coworkers.

Is Coworker considerate?

Question: Is Coworker is
considerate or inconsiderate?

Erratic

Erratic in many ways

Jerk is not erratic in one way.
He is erratic in several ways.

He is unpredictable. You cannot predict how he will receive anything. Rest assured nobody else is successful at predicting Jerk. The erratic are consistently erratic.

Often, Developer is a weak communicator

Salesperson communicates, so Salesperson is a strong communicator. Developer develops. Therefore, be patient with Developer. Understand Developer. Unite with Developer. Make Developer comfortable. Then, Developer will explain Developer's solution to a problem.

Bumbler misdirects his efforts

Example: Bumbler collects aluminum cans for recycling. Bumbler is nice, but Director may fire him.

Obsessed with structure

Too much emphasis on structure and not on goal

Keep structure flexible, so Developer focuses on the goal. Example: Ask Developer to set up face-to-face appointments with press members.

313. /Tell Developer this: If the reporter cannot have the appointment, set up a phone call with the reporter, and then get the story. The goal is to be in the news! Developer wins if

she can set up a phone appointment with an important reporter.

314. Developer: The reporter will not going be at the event, but reporter will interview Director tomorrow at 10:00. Excellent! If the other press members wanted the story they should have done the same thing./

Negative Evil

Evil

Be hesitant with Jerk. Do not let him know what you know about him (some kind of evil misdeeds). The smart ones worry about how much you know.

Jerk is nasty because he has problems inside

Jerk is nasty. Reason: Jerk has problems.

Crafty

Jerk divides coworkers

Jerk divides.

Coworker will let you fail

Reasons:

1. Coworker rises in Company.
2. Coworker enjoys watching you suffer.
3. Company does not /emphasize/ teamwork.
4. Director is beating you, so Director is not beating

Coworker.

5. Coworker can agree with Director, and Coworker can ally with Director.

6. Coworker enjoys seeing conflict.

Director wants to fire you.

Director to Coworker: Should I fire Manager?

Coworker does not think: I will say my belief.

You have trouble. How does Coworker react? Coworker is not worried about you.

Instead...

Coworker thinks: How does Manager's trouble affect me?

Will I benefit? Will I have new problems? Will I receive Manager's trouble?

Director to Coworker: Should I fire Manager?

Coworker does not think: I like Manager.

Instead...

Coworker thinks: How does this situation benefit me?

Coworker to Director: Do not tell Manager about my opinion.

Coworker thinks: Company is not growing. If Company fires Manager, good. Reason: I will advance in Company. I will keep my job.

Complainer
Complainer

Jerk complains about
Company. And, he will keep
complaining, until he is fired.

Complainer

Jerk has a complaint quota.
Jerk finds a subject. Jerk
complains about the subject.

Jerk needs to whine!

Jerk whines about a subject.
The subject does not matter.
The reality is: Jerk needs to
whine.

Jerk targets you. You will do
the best you can. Jerk shows
uncooperative disdain.
Therefore, you behave based
upon your assessment of this
situation. Otherwise, we are
simply working on the wrong
problem, and nothing will be
resolved.

Also, if Jerk does not target
you, Jerk will target Coworker.

Do not react strongly to every problem

One reason: You will frighten
your team. Instead...

You: Possibly, this problem is
temporary. Time will solve the
problem. This problem is
similar to a flu or a storm. We
remain calm, and time solves
the problem.

Also, events occur, and you are
unaware of those events. For
example: Two department
managers may discuss this

problem, and they may solve this problem. Those managers did not want you involved. Therefore, you were calm and smart. You let unknown forces solve the problem.

Negative

Find defeat in victory

You reached an objective. Therefore, Jerk creates a defeat. Do not worry about Jerk. Jerk will never succeed. Ignore Jerk and make progress.

No gloom and doom

Do not go around spreading gloom and doom. Your credibility erodes over time.

Cantankerous

You can react several different ways

You have range here.

Why you should not be irascible

Jerk needs the following: You help Jerk find a new job. Help Jerk a little amount.

Poor social skills limit Jerk

Jerk is irascible, snippy, etc., take pity on him. Reason: Because he did not develop magnanimous social skills, his life has become ever more confined. People he should have close (family, work friends) are not there, because they avoid him.

Developing social skills is exercise. Work on your social skills a half hour a day. Notice your improvement. Now, Developer smiles at you. Do not put Developer on the defensive. Brighten Developer's day.

Baggage

Do not be Director if you have hang-ups

Bumbler has many hang-ups. Therefore, Bumbler should not be a manager. Bumbler will be hit with problems. These problems will bother Bumbler.

Mover

Tear down

The gossip

Jerk gossips about Good Developer. Therefore: He gossips about everybody, including you. Do not think you are immune. Note: He will not gossip about is himself, although there is much there.

He tells a secret.

Developer tells Jerk a secret. Jerk tells you Developer's secret.
You think: Whew! I will never tell Jerk anything. Jerk cannot hold a confidence. Jerk will tell you he would not say anything about you. Oh no. Ha!

Your activities are discussed all over quickly.

Coworker: Do not tell anybody.

But, the story will get out. Also, the story will be changed and speculated upon.

Be resistant with gossip

Coworker participates with you on a project. Director is angry about Coworker. Director talks with you about Coworker.

Imply to Director: I will listen to you. However, I prefer to discuss the project with you. I prefer we not discuss Coworker.

Summary: You care little about Director's fight with Coworker. Instead, you care about making progress.

The reality is: Director has complained about Coworker. Now, Director listens to your answer. Director has two thoughts:

1. Director wants a listener who will respond with interest, sympathy, or...

You: I did not know that

information.

Reason: Director has imparted his news. We like to tell new information.

2. Director wants to know the following:
Will you fall into a gossipy exchange? If you talk, Director will not trust you.

Jerk manages gossip wrong. First, he makes a claim:

Jerk: I do not listen to gossip.

Jerk lies. However: Jerk believes the following:
Jerk should delude all coworkers. Jerk should take an extreme stance on the issue.

Solution: With Director...

ImPLY: I will listen, but I will not contribute.

You listen. One reason: You want to know!
Conversations give you much information about Company.

Jerk will only repeat what damages you

Do not tell Jerk about yourself. Reason: If you tell positive information, Jerk will not tell coworkers. Jerk will

only tell coworkers if the news hurts you.

**Jerk talks about
Coworker. Do not listen**

Jerk complains about Good Coworker. Behave like Jerk's complaint went right past you.

You: Hm.

Imply: I am avoiding this issue. This issue is none of my business.

"I could have made that mistake"

To avoid gossip, say the following statement:

You: I cannot say much on this topic, because I have made similar mistakes.

Defending those not there

Developer complains about Bumbler. Jerk defends Bumbler. The reality is: Jerk gives a little, but not much.

Make a noncommittal statement.

You: I understand you. If the conversation goes on for awhile, make a positive statement about Developer. One reason: Developer learns you are fair. Developer learns

about the conversation.
Developer asks you
about the conversation.
You: I said you acted
well.

Tears down

Jerk tears things down.
Therefore: He is a lousy
builder. Reason: With the
building comes the humility.
Jerk promises all. When you
see Jerk's confidence, beware.

Use derogatory terms

Jerk uses derogatory terms.
Reason: Jerk feels threatened.
Therefore, Jerk says a
derogatory term. Reason: Jerk
is comforted. You do not hear
derogatory terms used about a
toll guard operator. Reason:
While some encounter
everyday, there is no threat
from the toll guard operator.

Bad Director criticizes. Reason: Bad Director wants to gain power

Bad Director criticizes you.
Reason: You are gaining
power. Bad Director wants to
stop you. You moved the
assignment forward. Good.
However, Bad Director
punishes you.

Therefore, he was angry you
proceeded. Therefore, you
went through a trial by fire.
You took some hits. However:

You are on the other side of the situation now. Therefore, you can do more for Company. Often, there is no turning back.

Also, you make Bad Director angry. He does not want you to...

1. have power
2. use power.

You interfere with Bad Director's insecurities. Bad Director fears he is not capable.

Bad Director criticizes you .

Do not believe Bad director.

Do not believe Bad Director.

One reason: Good Director

compliments you. The

directors are inconsistent with their opinions.

Bad Director thinks: I gave my opinion. My opinion is the only opinion.

Bad Director is wrong.

President has an opinion.

Customer has an opinion. Use positive opinions to succeed.

Fight Bad Director's criticisms.

Attacker

Those see your kindness as a weakness

Jerk will take advantage of you every time. He sees your kindness as a weakness.

Jumps on other efforts going on

Jerk criticizes other efforts going on.

Jerk: Why was not I aware?

There will be problems.
Jerk is not constructive.
Therefore, Jerk has extra time.
Jerk uses his time to fret over
these matters.

Jerk discounts you early in the game.

Jerk thinks: Manager is not powerful. Therefore, I will not respect Manager.

Jumper

Friendship for the moment

Jerk is a "for the moment" person. Jerk likes you for a moment. Jerk makes you happy. Later, you speak with Jerk. Jerk is angry with you.

Jerk puts himself around

Director

Jerk borrows power. Jerk believes he has power because he...

1. is near the power
2. works for a powerful company

The problem is: Jerk has the wrong sense of power.

Therefore, Jerk acts incorrectly.

316. Immediately sides with the bigger

You hear Director is better because he is Director. /What to do?/

Jerk prefers power over right

Key blunder: Jerk is nice to whomever he thinks is

Director. Instead, you must also be kind to Developer. You will get a reputation as a "genuinely nice coworker."

Disturber

Avoid Jerk, because he always challenges Company

Jerk is more focused on tempting the system than doing his job.

Avoid Jerk, because he is always messing the system.

One reason: The system is fallible. Jerk finds ways to harm the system. The system is built to operate. The system is not built for Jerk's damage.

Beware: Jerk continually manipulates the system.

Company has to respond.

Company is expected to be fair and allow destructive behavior to occur, "only this first time, because we did not forbid the behavior." Probably, you will have to cooperate, but later you can use your cooperation as an example.

Related topic: Jerk seeks ways to use the system for his own benefit.

Troublemaker

Jerk wants to succeed by confusing the situation.

Jerk: If I cannot win, I am going to cause destruction.

Jerk wants to annoy you. Then, you will come out on top. The

smallest group wins by pitting
factions of the large group
against each other.

**Director wants you to
participate with Jerk**

Therefore, oppose Jerk
somewhat imperceptibly.

Jerk's circle is small

Jerk's circle is smaller than you
would think. He will attempt to
befriend New Coworker.

Reason: Experienced
coworkers (like you) know to
avoid Jerk.

The destroyer

Jerk wants to destroy. Then, he
will put things as he wants
them.

Opportunist

Jerk will take advantage

Jerk will take advantage of a
problem.

Bumbler: We had a situation at
my previous job...

Speak little about Company
you previously worked for.

Reason: Jerk listens for
mistakes you made in your past
job. Coworkers do not care.

Instead, be vague.

You: I had a similar situation a
few years ago.

See how far Jerk goes in his
dislike of Good Coworker. If

Director says a false statement about Good Coworker, does Jerk support the false statement?

When Coworker is talking he does not look at his watch.

However: The moment you start, he does.

Coworker thinks: What is the time?

Jerk accuses you, and he is wrong. Stay calm.

1. Collect information.
2. Tell Jerk the actual situation.

One reason: Maybe Jerk is talking about a different activity, so you misunderstood him. In fact, you did do what he accused you of doing. You were smart. You remained calm.

Jerk wants to develop a parent-child alliance with you. Resist Jerk's alliance. As a child, you cannot do anything right and Jerk believes he always has to look over you. Do not respond in the way he wants.

Bumbler: I am so stupid, I need you to make things right for me.

Bumbler's statement encourages Jerk.

Jerk will take advantage of you

if he can

If Jerk can take advantage of you, he is always going to.

317. What is right transcends what is advantageous

/need a big thing on doing the right things/. What is right is essential. What will provide an advantage does not matter.

Here are several reasons you do the right things:

1. You do not have to remember what you did.
2. You can explain, with confidence, what you did.
3. Good Coworker takes your side and supports you.
4. You will be happy about yourself.
5. You will not worry about covering the bases of coworkers.
6. You think: If she asks me I will tell her the truth.
7. You will develop a reputation as an honest coworker.

Your mind will put that issue aside and you can focus on other things.

The opportunistic

Jerk habitually takes advantage of coworkers. Therefore, Jerk develops a bad reputation. Coworker avoids Jerk.

Jerk wants to take advantage

Jerk wants to take advantage of you. Recognize Jerk's motives and fight Jerk.

Jerk takes advantage of your fairness

Jerk knows you will not take revenge, so he takes advantage.

Less honor, more opportunism

Unfortunately, Jerk has little honor and much opportunism. Jerk's bad behavior rises as the opportunities rise.

More slack leads to more advantage

There is little sense of fairness.

Jerk thinks: What can I get?

What position can I secure?

Can I take a better position?

What can I get away with now?

You give Jerk slack.

Therefore: He takes advantage of you. Keep defining the lines of normal behavior, and make sure he stays inside these lines. You can let Jerk get around a little bit. Then, let him know he must stop. Jerk cannot do more.

Most times Jerk does know he is attempting to take advantage of you. You must struggle with this strange situation.

If you hurt Jerk, he will always remember your mistake.

Therefore, before you hurt
Jerk...

You think: Am I prepared to
take a lifetime of Jerk's
retaliation? I am not.

**Jerk acted without thinking
about his action**

Jerk did not contemplate
anything in advance. He saw
the opportunity and jumped.

Do not respond. Instead, wait.

Jerk advances Jerk

Jerk does not have strong
assessments. Instead, Jerk
seeks opportunities to advance
Jerk. Jerk says anything to
advance Jerk.

Agreeing for power

**Sellers agree, and experts
disagree.**

Sales developers tend to agree,
and technical experts tend to
disagree.

**Bad Director agrees with
President**

Bad Director disagrees
with you. One reason:
Bad Director fears
President.
President to Bad
Director: I like
Manager's idea.
Bad Director: I agree. I
like Manager's idea.
Or...

President to Bad
Director: I do not like
Manager's idea.
Bad Director: I agree I
told Manager the
following: "I do not like
your idea."

Therefore, Bad Director
shows inconsistency.

Bad Director does not
determine the best
procedure. Instead, Bad
Director contradicts you.
Bad Director to you:
You made the wrong
decision.

Reasons Bad Director
contradicts you.

1. Bad Director looks
strong.

2. Bad director is
insecure about Bad
Director's ability.

Therefore, Bad Director
acts tough – smart.

3. Bad Director thinks:
President will prefer my
assessment.

Probably, Bad Director is
wrong.

Most coworkers agree
with Director. Reason:
Director has power.
Also, Coworker does not
understand the
alternatives. Coworker
cannot recognize a better

method. Instead, think about the alternatives. Determine the best alternatives. Talk with Director about the best alternatives.

Coworker sees where you are going, then he agrees

Coworker sees which way you are going, and then he agrees with you.

Jerk agrees with the most powerful

Jerk aligns with the most powerful Director and opposes the least powerful Developer.

Bumbler agrees with the most powerful coworker

Bumbler does not think. Bumbler does not consider. Instead, Bumbler identifies the most powerful employee. Then, Bumbler agrees with that employee.

Director: I want the product to be blue.

Bumbler: I agree. Blue is the best color.

A week later...

Director: Red is a better color. I want the product to be red.

Bumbler: I agree. Red is the best color.

Bumbler looks

ridiculous. Bumbler is
ridiculous.
Bumbler thinks: I agree
with Director. So,
Director likes me. So, I
keep my job.

Probably, director likes
bumbler. Reason:
Bumbler supports
Director constantly.
However, good Director
identifies /recognizes/ the
following: Bumbler is
worthless. Bumbler is a
stupid expense to
Company. Good
President fires Bumbler.
Bad Director is sad.

**Bad Director agrees with
President.**

Bad Director does not
think. Instead, Bad
Director agrees with
President.

President: We should
launch in January.

Bad Director: I agree.
We should launch in
January.

President: I changed my
thinking. We should
launch in July.

Bad Director: We should
launch in July.

Bad Director thinks: I
will always agree with
President. Then, I will
have power.

Wild

Extremist loses credibility

Jerk habitually behaves badly.
Therefore, Jerk loses, by
society's count, the ability to
make actual objections. Jerk
has behaved badly too often.

Going too far

Jerk is always going out of
bounds. The problem is: At
some point Jerk will be caught.
Often, he commits a minor
offense, and he pulls out his
best excuses to cover up this
problem. However: Good
Director will reject Jerk.

Jerk is off balance

Negotiations are impossible.
Reason: Jerk is off balance.

Knee-jerk attacks

Jerk makes knee-jerk attacks.
During any difficult period,
Jerk will haul out an onslaught
of lies, blames, threats,
accusations and redirects.
Jerk's attacks will be directed
at:
You
Coworkers
Anyone nearby

These acts spread harm, put
your credibility into the high
negatives, and thwart any
meaningful progress in the
given situation.

Said differently: They are not

in Company's best interest.
When a problem comes up,
Jerk does the following:
~ devises ways of convincing
Director the following:
Coworker is to blame.
~ rewriting history to bring
down another.
~ trying to turn the tables on a
poor soul by making a barrage
of threats.

Jerk should learn another
process. Reason: He is losing
his capabilities with these other
ones.

Lashing out

You can make progress.
However: Jerk will ignore you.
And, he will find opportunities
to attack you.

No rudder or compass

Jerk does not have a compass
or a rudder. He has no true
north, or true anything.

Reckless

About destroying Jerk

Jerk wants to stop
Coworker. He has an
excuse for his
incompetence and
insecurities.

Here is one common
derailing method. Bad
Director jumps on a
small issue and flies off

on some tangent.

Example:

You: This project --

Bad Director: Do not say, "project." We are talking about an assignment.

Keep your fortitude.

You: We are trying to make progress. You focus on my wording.

However, the issue is:

How we can make progress. Please, try to get the overall message.

You might disagree with that message.

Jumping on every little phrase is only another destroying tactic. And, you need to make progress.

Automatic rejection

Jerk thinks:

Automatically, I am going to dislike everything you are doing is wrong so I can put myself into a superior position.

Give little time to a strange coworker

Do not focus on Jerk. He will remain as he is.

Giving Jerk attention will only make him worse.

Jerk punishes you for his problems

Jerk punishes you for his problems.

Mockery of Company

Jerk is abusing Company. He is making a mockery of Company.

Trying to trip you up

He enjoys putting you in difficult situations.

Avoid reckless Jerk

Dislike Jerk's reckless behavior. Eventually, his behavior will be turned on you.

Reckless: Jerk will do anything to win

Jerk wants what he wants. Therefore, Jerk will say anything to get him what he wants.

Tormenter

No intimidation

No intimidation.

Bad Director brags about firing

Beware: Bad Director brags about firing Developer.

Jerk

Jerk has nothing to lose

Avoid Jerk, because he has nothing else.

Basic sense of fairness

Jerk is unfair.

Jerk cannot recognize he is

stupid

The problem is: Jerk cannot recognize he is stupid.

The jerk is consistent

Often, the only consistent coworker is the one attacking. The variable is how Company will respond.

Jerks remain jerks

He will treat you like a jerk. Time will pass, and he will reach some new station in life. You might think he is now Business Friend. Probably, you find he is still a jerk.

Power hungry**Jerk needs to put you down**

Jerk needs to put you down.

Bad Director makes small acts to show his power

Bad Director does small acts to show he is in charge. Take them with little complaint. You have real issues, and if these little humiliations make Bad Director happy, fine.

Bad Director believes they are important to him and they make him happy.

More important, you hold a card where you can say...

You: I did tasks for Jerk.

In effect, Jerk squandered his authoritative capital on small

things. You now have him, and you can show how earnest you are.

Great egos

The great Director has a big ego. Perhaps she hides her ego. But, her ego exists.

Wants to see scraping

Run the opposite way from Bad Director. He is so into being a big shot and getting the scraping. Participating with Bad Director will send you down the wrong roads, and divert time and energy. You want Director to be focused on achieving the objectives. Reason: You will deliver on those objectives.

Power hungry

Jerk must behave in a professional manner. Being in this position does not mean he can make Developer miserable. Determine why he enjoys humiliating Developer.

You made a mistake. Jerk was ungracious about your mistake. He could have ignored your mistake. However: Jerk blew his stack -- put you down. You learned about him. Was his response because he: ~ had a bad day. Unlikely. ~ is unable to control his emotions. Probably.

~ takes every advantage of his "being served" position to put you down. Probably. He is tired of the "general problems of Company" and blamed you for those problems. Yes, he is sick of those problems.

However: Since Jerk did not temper his outburst with an acknowledgment of his unhappiness with Company, he is inconsistent.

Bad Director avoids responsibility

Bad Director is responsible for Bad Director's management. Bad Director wants to avoid /escape/ Bad Director's responsibility. Then, Bad Director wants to convince President the following: Bad Director is a great director. Therefore, make Bad Director responsible for Bad Director's inaction. Expose Bad Director's inactivity.

Following are methods to expose Bad Director.

1. Let Bad Director expose Bad Director's inactivity.
2. Let President see Bad Director's inactivity. Do not speak enthusiastically about Bad Director.

Director maneuvers

Director became Director. One reason: Director maneuvers.

Company expects the following: Director should think better than you. Director should manipulate you.

Is Director capable? Are you smarter than Director, or is Director smarter than you?

Difficult

Preachy

Do not be offended

Being offended reduces your value. You will lose in Company. You will get Coworker to avoid you. Coworker wants to say what she thinks.

Often, Jerk becomes offended. Reason: Jerk believes being offended will increase his power. Reason: Jerk is not seeking to make progress. Jerk seeks more territory. Jerk wants you to be subservient to him. His is offended. You are supposed to become quiet. Jerk takes power.

Be skeptical of the pious

If Jerk preaches, beware. Stay on your toes, and be ready for him to be a hypocrite.

The preachy are more suspect

If Jerk is heavy-handed in the

preaching of morality, suspect him about possible aberrant behavior. Why does he have such strong beliefs about this topic? He falls outside the norm.

Offended

The most worthy offense

Jerk has to be offended for some reason. Today, which reason is going to offend him?

The chronically offended

Jerk likes being offended.

Hypersensitive: how dare you?

Jerk acts offended.

Reason: Jerk wants power.

Acting offended reduced Jerk's power. Reason: Coworker worries about offending Jerk. Coworker participates less with Jerk. Jerk loses an alliance.

Obstinate

The hard to please show how hard they are to please

When you try to please the hard to please you find out -- once again -- he is hard to please. Jerk increases his displeasure as

necessary, to keep the role up.
One reason: He seeks new
ways to be dissatisfied.

Obstinate

Avoid the obstinate Jerk. Jerk
reviews your project. Avoid
Jerk, because he has developed
ways of turning you down.

Coworker does not need strong results

Some coworkers are not
responsible for results. These
coworkers avoid showing
progress. Avoid these
coworkers.
For example: Coworker obeys
Director. However, Coworker
is not responsible for getting
results. The problem is:
Director gives contradictory
orders. Director is inconsistent.
Therefore, Coworker is
inconsistent. And, coworker is
dangerous.

Instead, participate with the
following coworker: Coworker
must get strong results.

Little king

The little king

Bad Director wants his royal
domain. His little kingdom and
loyal subjects. He says he
wants growth. However:
Actually, he wants to humiliate
you.

Realize when you have a
Director who wants to either
~ make progress
~ be the king over the minions -
- you included. Bad Director
says he wants to grow, but he
does not.

The blowhard phenomenon

Jerk is no longer interested in
learning. His mind is filled and
rotting. He cannot soak in new
information, think in a new
way, or reconsider.

Participating with prima donnas

The questions are...

1. Why Jerk wants to be treated
this way.

2. How will he respond to what
you do?

If you decide Jerk simply needs
lots of pleasing, take care of
him. However: If you decide
Jerk wants to show off his
power over you, stand your
ground. Speak diplomatically,
but do not let Jerk run you.
Keep your self-respect.

All about snubbing

Snubbing. A real insult.

Yeller: Get ready to be yelled at

If you have a tough time being
yelled at, you will have a
difficult time.

Bad Director yells at you, and
Bad Director's yelling upset
you. Reason: In normal life
you may not get this treatment,

but this is a game.

This situation is abnormal. In this situation, you cannot do anything right. You will always be criticized.

Therefore, adjust. Luckily, Bad Director's yelling will toughen you up for other abuse. Put the yelling into perspective. Make notes, keep your notes, and retain your thoughts. Do not fight Jerk. You can site how ridiculous his arguments are, but...

Imply: I am sorry you believe your arguments.

**Bad Director yells at you,
so you win**

If Bad Director yells at you, he is...

~ avoiding his
responsibility.

~ being weak.

~ finding any reason he
can produce at the
moment.

Stand firm, weather the
storm, and think ahead to
sunny skies.

**Bad Director screams and you
succeed**

When Bad Director cannot
control his emotions, be glad.
Few coworkers want to
participate with Bad Director.

You get job security. Reason:
Even if Bad Director fires you,
later he will want you back.
Reason: The manager who
replaces you will leave.
Reason: Director will treat new
manager badly.

319. Point 1: /When he dumps
on you, replace that sound with
coins being dropped in front of
you./

Point 2: Coworker will believe
you can take anything.

Jerk's screams are an indicator

Jerk is opposing you, so when
he screams about you, be glad.
You can measure your impact
by how upset he is getting. If
Jerk speaks nicely about you,
you are being ineffective.

The bad decision maker

Often, Jerk will make wrong decision.
Ask his advice and you will learn he
makes the wrong decisions.

**Bad Director takes Company in
the wrong direction**

Sometimes, your worst enemy
is Bad Director, because he
ignores Product's problems. He
will cajole his way into victory
within Company -- so nothing
is done about the problem. Bad
Director's behavior leads to
defeat in the marketplace.

Deceiver

Deceiver

Deceiver says he understands
the market. Therefore, Bad

Director chooses Deceiver rather than you.

Imply: The market is in charge of me. I learn the market's needs, and then I answer the market's needs.

You: Do you know what the market wants?
His answer will tell you.

Deceiver looks like he is trying to sell. Example: He wears expensive clothes. He does not look like an investigator trying to find the solution.

Deceiver has all the solutions. He responds before you get the question out. In science, you will reach a point where...

Scientist: We do not know that information yet.

Scientist: I have not studied that question.

Similarly, talk with Expert. Expert knows what she is doing. At some point good Expert will say...

Expert: I do not know.

Deceiver always knows.

Deceiver is better at promoting himself than Product. He was not quietly participating with Coworker. The reality is: He has learned how to promote himself. Director brings Deceiver in for an assignment. Deceiver spends all his time

promoting himself.

Here is one way to spot
Deceiver: He has all the
solutions. The reality is: The
more you learn, the less you
know. Reason: You are
always reaching for new levels
of understanding.

Deceiver knows little about
creating successful campaigns,
but he is good at persuading
Coworker to follow his
misguided lead.

Deceiver says he knows what is effective

Deceiver says all of his
assignments are successful. If
one of his assignments is not
successful, you get the blame.

Not everything is successful.
You think Project 1 will
succeed, and Project 1 fails. A
year later, you think Project 2
will fail, and Project 2
succeeds. You must
experiment.

What Deceiver uses

Deceiver's weapons: meetings,
buzz words, showing superior
knowledge.

Deceiver: You did not know
that information?

Balance against Deceiver

Form a balance against

Deceiver. Do not nod your head or give signals you believe in Deceiver. After his big speech, say in a moderated tone what you think. (Do not call him Deceiver.)

Profess to know all

Do not listen to Deceiver, because he professes to know everything.

Do not accept if Deceiver draws conclusions from little

Beware of Deceiver. He draws conclusions where you do not see any real correlation.

Example:

Deceiver: We ran some ads about six months ago. I am seeing a difference in the industry now. Competitors are reacting.

Deceiver

A Deceiver you must watch out for: He has a twinkle in his eye and a strange hairstyle. Years ago, Deceiver learned he could turn his charm into money-making frauds. The expert who has contributed does not have a twinkle.

The incompetent falls easy prey to the high-profile self-promoter who charges too much and delivers tons of disdain. Company is dumb enough to pay this self-

promoter, and you cannot exactly tell which company is acutely aware of these rip-offs, and which ones go right along.

Deceiver says, "branding"

If Deceiver says, "branding" often, Coworker will think he is a genius.

If Deceiver uses trendy phrases, do not trust him

Deceiver uses trendy term. Do not trust him. He does not have his own thoughts. He is merely following this week's business magazine article.

Differentiate those who want to listen/those who do not.

Differentiate between those who do want to listen and those who do not. For those who do not: Cut your losses.

Deceiver assumes

Deceiver: I know the solution. This problem /larger than a problem, like crisis, but not crisis / is easy to solve. I will solve this problem in a few weeks. Coworkers did not solve the problem, because they are stupid.

Deceiver will fail, because

1. Coworkers are not stupid.
2. The problem is not simple.

3. The solution is not easy.

Deceiver promises a fast solution, because he wants to earn money for a few months. A problem is complicated. There are several reasons for the problem. Deceiver can solve one reason, but he ignores other reasons. Therefore, the problem continues.

Probably, Deceiver worsens the problem, because he fights for survival in Company. For example, he allies with Bad Guy and distracts.

Do not believe Jerk.

Jerk speaks positively about Company. Do not believe Jerk. Reason: Jerk uses Company for Jerk's benefit.

Eccentric

Strange Coworker's behavior only grows.

You think: Strange Coworker is off his beam.

Your responsibility is to stop Jerk's behavior.

Jerk is strange. Jerk believes he can get away with his strange behavior. You slow him down.

Why is not eccentric under "weird"?

Reason: Most eccentricities are manufactured. Strange Coworker uses eccentricities to show his authority and mark his

territory. Note: His eccentricities are visible.

Eccentricities are mostly manufactured

Seventy percent of an eccentric Jerk is a put-on. Eighty-five percent of eccentricity is the license to be eccentric Jerk is phony.

Stopping – add these

The non-stop salesperson

There is an odd Coworker who looks at everyone as a prospect. A delivery person is rarely a prospect.

For duration of call

Jerk: I like you!

Seller: I like you.

...For the duration of this phone call. Jerk is your best friend during this call.

Gripping

Curtail your griping.

Petty

You have hundreds of behaviors. Which behaviors are petty? Decide, then eliminate these things. Think of this behavior like petty cash. There is not much there. But, Jerk keeps pulling money out of petty cash, and soon he reduces the real money. And, you are spending too much. You are using up your currency.

Avoid small conflicts. If there is a problem where no one cleans the coffee pot, either clean the pot yourself or stop drinking the coffee. Reason: These things add up quickly against you, and they will harm your ability to get other things done. Jerk can start to make fun of you when you are not around, and Jerk's bad behavior can become excessive. The reasons:

- 1) Jerk is bored. He will do anything to liven things up.
- 2) Jerk does not have a good general sense of humor, so he uses insults to get laughs.
- 3) Targeting you unites Jerks.

Gullible

Get out your BS detector. Bumbler is willing to believe unbelievable stories.

Jerk finds negative reasons for positive acts

Jerk finds bad reasons for your behavior. For example, you come in early.

Jerk: Manager arrives early because she talks all the time. Keep a time sheet, and be diligent.

Jerk is stupidly thinking you are more stupid

Jerk is stupid. However: His coworkers are even more stupid.

Part 4: The job

C. Characteristics

Your business friends change little

Your job will change. You will work for different companies. However, your business friends change little. Therefore, help Coworker. One reason: You will leave Company. Then, Coworker becomes Business Friend.

Part 3: Management

01 Role

A. Representative

You represent Company

You represent Company.

Balance between being agreeable with Coworker and supporting company

When you are talking with Coworker about a new subject...

You think: If this new subject is passed on incorrectly I do not have protection. Find the balance between being agreeable with Coworker and being supportive of the overall company effort (the one Coworker is complaining about). One way is to bring up an old subject.

You: This new subject is similar to an old subject. About 10 years ago this old subject was popular, and I knew that old subject was a problem.

Then, if the conversation comes back to you...

Director: What were you talking about?

You: I was talking about an old subject.

Therefore, you were not adding to the touchiness of the conversation.

B. Growth resistance

Director: "You are not the best person for this job"

He believes you are not the best person for the job. He

cannot find anyone better than you. You are not all powerful. However: You are better than alternatives.

The world wants to package you

The corporate world wants to classify you. They want to give you personality tests.

C. Dependable

"You have me"

You: You have me. I am here to help you.

"I am the one."

You: I am the one. You can choose me or not choose me, but you would not make a better choice than me. I assure you. Nobody else will give you commitment, smarts and experience. I will deliver what I am promising.

D. Replacing

Are you dispensable?

Company teaches you, so you increase your value.

Company wants you to pass these things on to Coworker, making you more dispensable.

You are worth your replacement cost

You are worth your replacement cost.

You will be replaced by a better arrangement

Company will replace you with a cheaper manager.

Company is always looking at ways to reduce costs. Make sure you are not a cost. Make sure you are the best value on the market.

F. Types of industries

Barriers to entry

Things are so hard before you are there. Getting into Company is difficult. You need experience, references, good impression, and the ability to communicate.

Do not do what he can do

Do not take assignments from Coworker.

Coworker thinks: I could do that assignment. If I wanted to, I could.

Examples:

Writing

Manager

Coordinator

You are in an arena where the only real barrier to entry is a college education, and knowledge of the computer. Otherwise, he could learn on the job.

Choices are limited in the industry

Experienced Director knows a particular industry. She understands the characteristics of that industry. She knows there are few choices, and she can tell you about them.

Director's choices are limited

The city does not have good candidates.

Company does not have money for new employee.

New employee would not understand company.

Productivity over money

Get in an industry you like, and be industrious. You may not make more than enough to live on. However: You are gaining experience. Get experience. If you want to have a better position, moonlight into that position. Do not drop all and go way into debt.

G. Fill

Do what the market wants

The question is not what you want out of life. What does the market want? The market wants you to look, behave, specialize, and behave a certain way. Do what the market is seeking. However: Draw the line at thinking. You stay aware of the game. Do not think as the market wants you to.

You: I filled that role because of the need. I was not good at that role, but I looked over the situation, and I saw a need. Therefore, I filled that role.

Be skeptical when Coworker complains about having a particular role. If she is successful, do not be sympathetic. Success gives her freedom in other ways.

Be flexible where you go and learn

Be flexible! Example: You work in small Company where you are everything. Enjoy Company and get good things out of Company. If you are part of a big Company, enjoy being part of a big Company. Learn and master big Company.

"She requires what of me?"

What does she require of you?

Do not be aggressive.

Instead, wait for an opportunity.

You to Coworker: I like my position.

You think: I want to be Director.

Then, that can combine with other stuff you've written on this.

You participate in a game.

President believes the following:

President thinks: I can hire anyone for the position.

However, President's choices are limited.

Time is limited.

New employee might be bad.

Company must progress quickly.

Therefore, President might give you the new position.

H. Producer

Trust the accomplished Director

Good Director got there through accomplishment. You can trust good Director.

Power of the producer

Gilligan's island and Brady bunch. Both songs were written by a producer without "hit making" experience. These are memorable tunes.

You: "You must go through the situation to appreciate the situation."

You: There is no way I can convince you, because I will look like I have an axe to grind.

02 Management

A. Management

Reference: Depend on goals @ under "drive."

Tactical management

This book is mostly about tactical management. Reason: Most kind of management is tactical. If you say you are Director, then Director gets upset. You want Director happy. Director wants to develop strategies, so you give yourself the mildly derisive term, "day-to-day manager."

Here is the psychology. Company runs more on day-to-day energy than on big strategic direction. You are doing much of the real management in Company. Often, Bad Director wastes bundles of time and money on useless endeavors

like the vision statement. Also, Bad Director attends a conference and sees a Deceiver give a speech. Bad Director likes Deceiver. One reason: Bad Director needs to convince President the conference was worthwhile. Bad Director hires Deceiver to give bad advice. Let him! You have to make progress. You want to get strong results.

Strategic vs. developer

You are great at strategy. Nonetheless, you must not be strategic. Bad Director is lazy, so he likes claiming to be strategic.

Bad Director: I am strategic, so I can leave early.

Stay hands-on

Technology races forward, and your ability to stay in front means more.

Reasons:

Nobody technical can put things past you

You can save the day

There is no "we could not make the deadline"

When you talk strategy, you can bring in tactics -- no ivory tower

Day-to-day Manager has more ongoing power

Many want to be Director -- the great "tell all what needs to be done." However: Day-to-day there is more responsibility. The power of the one who executes is greater than the one who gives overall direction.

Day-to-day, doing is in the more powerful position

You have the responsibility on a day-to-day basis.
You must complete the assignment.

Your weak smile or concerned look

Often, Director has little day to day power -- You have day to day power.

You: I think we are in a good position now.

Director: I would not be so confident. You will have to watch the situation.

You: [Weak smile or concerned look -- you choose.]

Reasons Director jumps in with these statements:

~ He believes them.

~ He wants to be powerful in the day-to-day

process.

Give the weak smile or concerned look. Reason: You acknowledge what Director wants. However: You are in charge when he is not there, and you will have maximum range in managing the situation.

Often, Bad Director's advice is nebulous. Bad Director drives down his influence even further: Director: You will need to get your team comfortable.

"Comfortable" cannot be measured, so do not worry much about measuring "comfortable." Reach the numeric goals and the deadlines, and the "comfort" issue will be ignored.

Show you are ready to take on odd assignments

You quickly approve an odd request. Quick approval signifies how much you are valued in Company.

Pitching in is not role-changing

You will complete a mundane assignment during any crisis or special reason. "All hands on deck." However: That mundane assignment becomes an ongoing assignment. Discuss this issue with Director. Reason: Director is paying a lot of money for you. She can pay little for another coworker.

Go along. Do not object up front. Do the crummy assignment, then talk with Director about changing...on a forward going basis. Give Director alternatives. Do not expect her to discover them.

Transition from assistant to thinker

Hesitate before saying...

Bumbler: I am going to be the assistant, and then I will become Director.

Coworker's perception is the following: Bumbler is the assistant.

Walk the developer/strategist tightrope

The ability to create by yourself is paramount. Do not believe Coworker owes you a break.

Before walking in

Defining

See "Demeanor" on page @

Be smarter than your team

One reason you are smarter: You do not say, "I am smarter than my team." Instead, you say, "My team is smarter than me."

Parameters

Developer and Bad Director

Bad Director wants make the decisions.

However: He does not want to be there every day. To increase his power, he criticizes everything you do.

Set up parameters

Set up parameters of behavior. The line is: Get in line.

Specifics are not necessary. You are talking about Jerk's inappropriate behavior, and he wants you to be specific about what he should be doing.

You: These are ongoing judgments you will need to make.

The underlying question is...

Coworker: Are you going to give me trouble?

You are a pioneer

You are a pioneer. Therefore: You are leading Coworker into new places. Also, you will occasionally get an arrow. But, you will recover. Reason: Luckily, these are social arrows. But, you will proceed.

"Manager is on team, so Manager is bad"

Bad Director thinks: Manager is on my team. Therefore, Manager is worthless.

Attempt to serve President directly

Reason: Bad Director's decisions benefits Bad Director. /this goes under a crisis situation./ Bad Director wants to fire you. You get strong results. Theme, you make Bad Director look bad.

Walking in

Focus on the system

Improve the system. Do not focus on Coworker.
Reason: Coworker is responsible for Coworker.
You are responsible for results.

Study the situation

Learn how to handle Jerk

Previously, you struggled with a similar Jerk.

Take charge

Who is taking charge?

Do not give up the ground you stand on. Do not let Coworker believe her judgment is always better than yours. If you do, she will defeat you.

Who is taking the lead?

One coworker will lead, and another coworker will follow. You may not lead. Sometimes, Coworker demands to take the lead. You either follow Coworker's direction or you go elsewhere.

You will take responsibility

You: I will take responsibility.

Take control

Take control.

Who will take control?

Who will control the project? There can be only one Project Manager. Reason: The Project Manager has sole responsibility. The Project Manager might have the power of decision. However: He is not the one ensuring through to the end. Aside from Director, advisors, competition, and the talent, most coworkers involved with the project are carrying water.

Will you lead or follow?

With each Coworker, choose whether you will be the manager or the follower. Each can be fine, depending on Coworker and the situation.

With one Coworker you are happy to let her give orders. Coworker says where you

should go and what you should do. She is good at giving orders, so you agree. You do not have to think about Coworker's orders. She enjoys giving orders. The trouble with Bumbler: He can only play one role. Coworker dislikes Bumbler.

Do not lead by following.

Bad Director habitually follows opinion. However: Coworker is looking to Bad Director for leadership, not the other way around. In short, do not lead by following.

Lead way out of problems

Leadership can see your way out of all these problems.

Limit the problem

Bumbler has a problem. Bumbler lets coworker get the same problem. Instead, confine the problem. Then, you can solve the problem.

Set the tone

Set the tone

Set the tone around you. is easy. Do not reinforce company politics. Promote Coworker to Director. Do not bad mouth Coworker or betray her. Will not necessarily increase what happens to you positively, but should lessen some done negatively.

Provide a wonderful environment

You: I know our developers are great, and they can make more money working someplace else. We do not have money to pay them, so I make a better environment for them -- one where they are respected, and I appreciate the great contribution they make.

Coworker is appreciated. You compliment her. She will be sad if she goes to another company -- one where the Bad Director habitually betrays her.

Careful with who is responsible

Reference "Director" on page @.

"I am not managing Jerk"

Director does not need you reprimanding Jerk. Jerk makes his own decisions. Jerk is continually bad. However, but Director cannot accept the following: Jerk is continually bad.

Do not try to straighten Jerk out. These seeds were sewn a long time ago. All you will get is burned. Reason: Jerk still will not change. Jerk behaves badly. Relately, Jerk blames Coworker. Jerk's irrational behavior in one situation means Jerk will be irrational in most situations.

"I am not Jerk's manager"

Not Jerk's manager.

Hiring

Finding the right Coworker

Ninety percent of management is finding the right coworkers. Sink time into finding Coworker and you will do great. Ally with the local universities and have paid internships. Do not gamble on a few meetings.

Stay in touch with Business Friend over a long period of time. However: Director hires Coworker with only two interviews worth of knowledge, a resume and some references. Director is caught off guard when Coworker wants to leave. You need the hiring process to be a rolling one. Example: Have great contacts with the local universities. This alliance benefits all coworkers. The professor can talk about how she is wired in.

Moonlighters

Get the help of Seller who works elsewhere during the day. She is willing to help you cheap if you will be flexible with her. However: While Seller could say she wants to work in the later hours, she is not

willing to give up her social and family life. Proceed carefully.

Demeanor

You are less

"I cannot keep up with Coworker."

"I can never keep up with Coworker."

Be the bungler

Comparing you to Seller, you are Bungler. You are the one who messes up, and Seller saves you.

Reason 1: You chose the best Seller, so she is better than you are.

Reason 2: Seller creates a project. This project gets strong results.

Reason 3: Seller saves your life.

Be scatterbrained

Be "scatterbrained." Two reasons:

Coworker needs...

1. you to have a problem.

2. to bring sense to the situation, so he is making the day-to-day decisions. Good.

Danger point: Bad Director might fire you in order to put in a coworker who ceaselessly behaves smart. Solution: Tell your plans to Director.

Accept reality: "I know I said..."

Accept reality.

You: I know I said...

Then...

You: However...

You are not better

If your attitude is, "Oh, the incompetents I am managing," you will never grow.

Be a follower in many ways.

Project Manager wants to lead, so be a good follower. Do not get too far ahead of Project Manager.

Open to ideas

Be flexible. Jerk believes he must be

rigid, because he believes he looks strong. Jerk is wrong. However: Do not be obstinate, either. Take things as they come, depending on the situation. Also, be flexible. You are not a pushover, but you will listen.

Be ready to say you are unnecessary

Be ready to say...

You: I am being a fifth wheel here. I will go over here, work on a project, and call if you need me.

Standing around like the idiot helps nobody, and you look stupid. Be close by, but work on a different project. Company pays you to provide value.

Do not criticize what you do not know.

Do not criticize what do not know.

Demeanor

"Let us not worry about that subject"

Jerk says a controversial remark. Show Jerk you are not interested in his remark.

You: Let us not worry about that subject.

Do not rebuke Jerk. However: You nicely mitigate Jerk's statement, so you can transition to more constructive subjects.

Be aloof

The best you can get is a reputation as somewhat aloof over your fabulous team. Show you are in outer space a little bit. You do not know what is going on. Be diplomatic. Be aloof. Reason: Being aloof takes the attention off you as Developer in Company. Things are not personalized. Coworkers cannot shoot things down because they do not like you or they are retaliating against you.

You can step in when things get serious. Your team gets the credit - good. You are better off having Company say...

Director: Manager has an outstanding team. I do not think Manager knows much about what is going on, though.

You can focus on navigation issues.

You: We do not want that item in there, because we will upset Coworker.

Reference: Calm, page @.

Put somewhere in here

Do not be an occasional manager

Bumbler is not a manager, but he tries to be one occasionally. Bumbler is wrong.

Reason: He is not respected.

Do not micromanage

Keep a proper amount of distance as Developer works. Reason: If you do too much...

Bumbler: What is going on? Are you getting anywhere?

Micromanaging demonstrates the following:
Bad Director does not have a mind for the bigger issues in management. He cannot handle them, so he reverts to the small stuff.

Correcting

Why to correct Coworker

Jerk needs to see the mistake

Let Jerk see what a huge mistake he made.

Do not let Developer get into bad habits

Do not allow Developer to get into bad habits.

Ways to handle difficult situations

Disappointed

You: I like you, have always liked you, but I am disappointed.
Jerk goes like a bull in a china shop. He swears by this method, and he thinks your way is ultra-wimpy and ineffective. You disagree.

You still want to maintain the alliance. Compliment Developer, help her, and fight for her.
Now...this good benefactor has been let down. Oh, no. We take care of her. Resolve the problem and

proceed.

"There is a problem, but you are on a higher level"

Tell Developer she is great.

You: You are great Developer.

You have to pick up writing, because cannot present without being a great writer. However: You can apply presenting to writing.

How you explain the procedure

Explain the procedure to Developer without making her believe she is stupid.

"These are just some things we need to improve"

Director: Developer is great. She does not need me at all.

What is there for Director to do?

Therefore, you hear...

Bad Director: Developer is great.

There are some areas we will improve.

Speak calmly

Example: If you have to state your displeasure over Jerk's mistake, speak calmly. You were calm, so he cannot complain about that mistake.

You: I will ignore this blunder, as long as a similar blunder does not occur.

Therefore, he cannot say the following:

Jerk: Manager dwells on things.

You: I am not going to talk about the situation.

You keep Jerk from making an issue about the following:

Jerk: Manager bad mouths me.

Compliment Developer, saying you and Director have a productive alliance, and you want the alliance to continue. You keep Developer from making an issue you criticized her.

Reason:

You: I said this other statement, too -- why do not you talk about my other statement?

Balancing correcting

Compliment to balance

You: You get high credit from me for working extra hours, caring about this company, and staying true to the goals. However...

No good then bad

Do not follow up good news with an insult.

Compliment first

Before you /reprimand/ Developer, give a short compliment. She did these good things for you. Also, thank her for those good things. She is the best out there.

What to do

Resist picky criticisms

Resist making picky criticisms. Some will be on the lookout to see how well you do with this criticism. And, while you might think you are near perfect, Jerk will find ways you are not. Jerk is wrong, but you are criticized when you do not defend your creation. Two coworkers sit alone and criticize your creation.

Do not put multiple questions together

Do not put the multiple questions together.

Bumbler: Why? What was he thinking? Where is he coming from? Bumbler shows weakness. Need to be more in command.

How to express

Being properly assertive

Being nice Manager does not require much explanation, but you should be assertive the right way. Here is how: First, stay within character.

Obviously, you are comfortable being who you are, so do not attempt to be mean. Reason: You will need you. Your resources will be committed to this defining occasion.

Second, you want to think about fairness. As yourself: What is the right action?

Do not have tough discussions in front of Coworker

No tough discussions in front of Coworker. Go somewhere else.

Characteristics

Do not be boxed in

Developer can challenge you with hard decisions. Example: Bad Developer is failing -- making lots of mistakes. But, he is getting class credit for his work and will not graduate without your grade. After some warnings, you give Bad Developer a bad grade. Reason: He understands this scenario. He figures he has you in a corner. You will not give him a bad grade because this grade is so important. Therefore, you give him a bad grade. Reason: Bad Developer will go through life putting managers into bad situations. Understand who Jerk is, why the problem occurred, and stop the problem.

B. Requesting

Kindness with requests

"Say no if you want to."

Management

Humanitarian request is better than a fast one

Better to make a humanitarian request than to pull a fast one.

Expressing thanks is not demeaning

Expressing thanks is not painful. Keep your gratitude private. Do not express your heartfelt gratitude in a public situation. You look insincere. You have squandered your sincerity bank.

Asking nicely

You 1: Could you please?

You 2: If you would be so good as to do so.

"Thank you for your help"

Do not say anything from the perspective of...

Bumbler: This issue is easy. Begin the task.

Come in under.

You: I am sure you have bigger priorities, and this priority is small. But, I thank you for your help with my project.

Always ask

Do not tell anyone to do anything. Always ask.

Also, do not try these commanding requests:

Bumbler: Please do this assignment.

Developer will stop you fast.

Get winded with requests

Director needs to be treated respectfully. Therefore, you include longer statements.

You to Director: Your activity lets us put everything in order, and I thank you. Thanks in advance for your help.

Director says: Do not waste my time being nice. But, she wants you to waste her time. Unless you have a long alliance with her, go through the motions. Just as you would say, "Good morning," and, "How are you."

"If I may ask?"

You: ...if I may ask?

Your order is a request.

You to Developer: I request the following: Make the color blue.

Really, you give Developer an order. But, you are being respectful.

Give Developer time

Make progress with several activities. One reason: Developer needs time. Therefore, focus on your other projects. You give Developer more time.

Bumbler asks Developer to complete the project. Then, Bumbler bothers Developer. Developer becomes nervous. Developer's completed project is bad.

Be specific

Be clear with requests

Being obscure can end a request. If you are on new ground -- asking Developer about a complex situation, clearly lay out what you are asking for. Otherwise, Developer becomes puzzled. Developer has to determine what you are talking about. Developer begins to sour. Then...the souring builds, and she does not agree to go along with you.

1. What is the complex situation
2. You know the situation is special, but...
3. What you are requesting.
4. Why
5. Thank her for her help.

Written request takes long time to compose

Spend an extraordinary amount of time structuring a written request to her. Reason: Requesting is a delicate art. Be sure Coworker does not take a request the wrong way. How you ask is paramount.

You: I am asking you to do a task.

You: Say no if you want to, but...

You: Could you do the task for me?

Determine what is going on

Be kind about getting answers

Yes.

Be kind with a question

Coworker asks a stupid question. Do not criticize Coworker. Jerk humiliates Coworker. Reason: Jerk is disruptive. Jerk finds opportunities to

disrupt. Coworker gave Jerk an opportunity. Instead, support Coworker. Be diplomatic about Coworker's stupid question. Make Coworker feel comfortable.

Be glad about the following: Coworker asked a question. One reason: You have problems. Coworker helps solve problem, because Coworker asked a question. Bad Coworker does nothing.

Understand Developer's motivations

Understand the reason. For example: Developer is hesitant. Reason: Developer needs confidence. Therefore, give Developer confidence.

B. Who you are managing President

Does President want progress?

Learn President's feelings about approvals. Align with coworkers who want progress.

President must decide: Does President want many approvals? Or, does President want fast progress?

President is /detached/ from the process

Jerk is bad. Does President understand? Why does President support jerk?

Following are some reasons:

1. President believes the following: Jerk is good.
2. Jerk is President's relative.
3. Jerk provides other value to Company.
4. Jerk is loyal to Company.
5. Jerk compliments President.
6. President pays Jerk little money.
7. Company has legal obligation to jerk.
8. The economy is good.
9. Jerk is related to Customer.
10. President is friends with jerk.
11. Jerk acts productive.
12. Jerk is good is Jerk's position. However, Jerk is destructive elsewhere.
13. jerk gets president to do the following: Fire good employees. Therefore, jerk looks better.
14. Jerk criticizes other employees.

- 15. jerk brags.
- 16. jerk agrees with President.

President is powerful

Company promotes the following: President has super powers.

Company: President is /God/.

Director

Good Director and Bad Director

Good Director is great because you learn from her.
Bad Director is also great, because you learn what not to do.

~ You learn for yourself.

~ Coworker recognizes Bad Director is bad.

Coworker leaves, and your position goes up. You are the one who could survive Bad Director.

Director is up there because Director maneuvered there

You think Director is high up because she can stand like a statue in a park. Wrong! She is there because she knows how to maneuver through the system.

Director has power.

One reason: Director prioritizes having power.

Ask Director a question. Director thinks about Director's answer.

Powerful Director is /calculating/. Powerful Director understands strategy.

Coworker to Director: How is Company performing?

Director thinks: How should I respond?

Director evaluates several factors.

Director wants to be optimistic.

Director wants to motivate /encourage/ the team.

~ move the team in certain directions.

~ be accurate.

~ /retain/ Company's secrets.

Succeed with Director

Your goal is the following: Succeed with Director.

Understand Director. Learn Director's

/methodologies./ Think about Director. Understand

director's routine.
Approval process
Habits
Faults
Adjust to director's ways
Director will not adjust to you.
Keep a positive spirit
/synch/ with director
Do no complain about director's faults. Reason:
your role is to /compensate for/ director's faults.
Operate inside director's routine.

Director wants to manipulate you.

If the manipulation is good, be happy.
Director to you: You are a responsible person.
Take more responsibility with the project.

If the manipulation is bad, then you have a problem.
Director to you: Your /output/ is /sloppy/.

Director uses Director's mind. Director...
Motivates
Manipulates
Redirects
Strategizes

Get into the good graces

Once you are in good favor with Director, breathe a heavy sigh. You want to believe Director is always thinking about you. You think she is focused on how you are doing. The reality is: Director...
~ is spending more time on large problems she has to resolve.
~ does not like having you give her problems.
~ will not worry about her assets, since you do not give her a reason to.
Be glad she is not thinking of you.

Bad Director has the high card

Bad Director has the high card. Therefore, let his bad behavior defeat him.

Bad Director is not Solomon

Bad Director does not know everything. Bumbler will agree with Bad Director. Then, when Bad Director changes his mind and takes the opposite position, Bumbler will change his position as well.

And, Bumbler will look ridiculous. However, Bad Director could believe Bumbler is a loyal follower and promote Bumbler. Do not confront Bad Director. Instead, absorb Bad Director's insight.
Note: The situation will remain the same.

Solution: See what the powerful are thinking, and you might agree. Bumbler will support you if you go with the powerful. .

Bumbler has made himself superfluous in the process. Do not go to him beforehand. Reason: Bumbler is only going to worry and question why Director is putting him on the spot. You focus on other issues. Bumbler does not know.

Position over ability with Director

Director dictating has less to do with her knowing right from wrong, and more to do with the position she maneuvered into.

The hang dog

Hang dog: Because you are selling smoke, and the presenter is important.

Directors have different rules

Directors play by a different set of rules. Example: Director wrote a letter to Company he wanted to work for, and he misspelled Company's name. They never mentioned his mistake, and they kept going forward with him.

Tell Director she is successful

Director wants to believe she accomplishes. She has not simply taken 20,000 breaths a day and gave nothing back in return. Therefore, you talk about Director's successes, and the projects she is advancing.

Often, Director is better at sales

Most times, Director is simply the best salesperson.

The crowded field of "strong thinkers"

You keep everything running day-to-day, and Company is full of directors. Directors believe they are the only strong thinkers. They would only see your contributions as in conflict with the other ones, and they would view you as in competition with the "strong thinkers." Since the directors are higher

than you are, you would be struck down fast.

You do have a contribution. Say your contribution in a different way. Use your day-to-day responsibility. Example: You have day-to-day responsibility over the budget.

You: This project may not fit in the budget. May I suggest a modification?

Coworker says, "I came up with this assessment"

Coworker is happy when her assessment has taken hold. You accomplished. Your accomplishment matters.

She wants number one, not two

You are 25, and you are Director. You will get better treatment than if you are 33, and you are Developer on the assignment. Customer is not interested in the number two.

Director wants the expert.

You can have an operation where Director is 24, and Manager is 30. She wants recommendation of the 24-year-old. Put the same 24-year-old in a larger operation where Director is 30-years-old, and she would not want to hear from the 24-year-old. She wants Director.

Momentary humanitarian

Example: Director does not like you doing this project. Instead, Director wants you to manage the project. However: You need to do the project. You are better off getting an alternative and throwing the guilt trip at Director rather than asking for the favor. You are trying to make a reasonable change rather than a one-time exception. Therefore, you are better off speaking in the past tense -- I had to do this activity because of you -- than asking and letting Director be a momentary humanitarian.

Bumbler perpetuates a warped reality

Bad Director has a /warped/ reality. Bumbler perpetuates that reality for Director. Eventually, Bad Director will fail. Reason: Bad Director cannot accept reality.

Director should make intelligent decisions

Director has this responsibility.

Director needs fewer qualifications

Probably, Developer needs qualifications. For example, Developer must understand some tools. Developer uses a machine. However, anyone can become Director. That position has no qualifications. Therefore, many jerks become directors.

Director tries to intimate you.

Director acts serious.

Resist director. Remain calm. State the facts.

Explain your reasons.

Bad Director does your tasks

Bad Director is not doing Bad Director's tasks. Instead, Bad Director participates with your tasks. Reasons for this: Bad Director cannot /handle/ the director level activities. Bad Director believes the following: Only Bad Director can complete assignments right. Probably, Bad Director becomes Developer. Therefore, Company pays Bad Director too much. Smart President realizes the following: Two employees are doing one job. Probably, Smart President believe the following: Bad Director neglects Bad Director's primary responsibilities.

Let Smart President realize Bad Director's mistake. Bad Director to President: I redo all of Manager's assignments.

President to you: Does Bad Director redo all of your tasks?

You: Yes. I suggest the following: Bad Director wants to be manager. Sometimes, Bad Director wants to be developer. I ask you to decide: Do you want the following: Two people are taking one manager role. Do you want that arrangement? If the answer is no, I ask you the following: Who should do take that role?

You must fight Bad Director. Bad Director has done everything wrong. Bad Director takes your role. Bad Director is incompetent. Bad Director neglects Bad Director's other responsibilities. Bad Director wants you fired.

Bad Director monitors your activities. Therefore, Bad Director ignores Bad Director's other responsibilities. Bad Director should write reports, call customers, and participates with other departments. Bad director is neglecting these duties. Let Bad Director be neglectful. Let Bad director fail.

Move President's attention to Bad Director's misbehavior.

Bad Director cannot accomplish Bad Director's main responsibility. Therefore, Bad Director chooses an easy solution. Bad Director criticizes you.

President to Bad Director: Did you finish your report?

Bad Director: No. Reason: I redid Manager's assignments.

If Bad Director succeeds, Company will fire you.

The future scares /frightens/ Bad Director.

Reason: Bad Director is insecure. Therefore, Bad Director shows authority.

Director cares about Director.

Director does not care about you. Director cares about Director. Director cares about Company.

Bad Director protects Bad Director.

Bad Director does not want evidence of Bad Director's bad behavior. Bad Director worries about the following: You expose Bad Director's incompetence. Therefore, be cautious. Bumbler e-mails warnings to Bad Director. Bad Director fires Bumbler.

Reason: An e-mail is evidence. Bad Director hates evidence.

Expert

See "Participating with Expert" on page @.

Developer

Motivation

Team should believe Team can win.

If Team believes Team can win, Team can

win.

Getting Developer to work is different from creating

You are trying to get Developer to work.
You are not simply creating your projects.

Motivate by own interest

Motivate Developer by her own interest.

Challenge in positive ways

Challenge Coworker in conversation.
Connect with her. However: Connect in every positive way, and one where you can be sure Coworker has a good, socially responsible and maybe even amusing or authoritative response.

Bumbler: Why do you steal our natural resources?

Instead, you say...

You: What are your thoughts on recycling?

Schmoozing all day long

You schmooze them all day long.

Reinforcement

Use positive reinforcement

Find the previous occasion time
Developer did Assignment right and
praise that previous occasion.

"Let us use your idea all the time"

Coworker did the assignment well.
Base what you want on the
assignment.

You: I am glad you did that
assignment. Thank you. You were
right. Let us always do Assignment
your way.

You to Director: Coworker had the
great idea.

When Developer is better, say so

You: You are great. You do not
need me to be great, you just are.
But, I can give you recognition.

With me, you will get the freedom to do what you want.

Limit public compliments

Compliment Developer's creation

Compliment Developer's creation and she is relieved. Reason: She can open up...tell her concerns about her creation.

Maybe Developer took a long time to do the assignment. Maybe as she is doing the assignment, she is thinking how she will explain her extra effort, or to defend how she chose to do the assignment that way. However: You are happy with Developer . You are not going to use Developer's concern as an attack point. You are more likely to give encouraging words about Assignment.

You: I do not think we will have to worry about that issue.

Do not compliment Developer in front of Coworker. If you did, you could embarrass Developer.

Reference: Enthusiast on page @

Use encouragement

See managing Developers, page @.

Tell Developer to be proud to put her name on her project.

Managing Developer: Challenge her.

You: I want you to be proud to put your name on your project.

Use information Developer knows

You want the Developer to perform an activity.

You to Developer: This activity is similar to last month's activity.

Bumbler gives Developer obscure direction, and Developer creates the wrong project.

Good Director understands you persuade Developer

Reason: Good Director uses psychology every day.

Request input from coworkers

Reasons you want group input:

1. Coworker makes good suggestions.
2. You protect the project from Jerk's accusations.
3. You show Director you cooperate.

A successful team cooperates

Also, this team focuses on reaching the goals.

Satisfy Developer's ego

Developer has an ego. You need progress. Often, Director focuses on Developer's ego. Instead, Developer should complete project. Therefore, you satisfy Developer's ego. Then, Developer will make progress.

Get Developer to make decisions

Developer wants to follow. However, you want Developer to make decisions.

Solution:

Learn an area where Developer is leader.

For example, Developer enjoys sailing.

You to Developer: You sail. Therefore, you make decisions.

Developer: Yes.

You: You sail alone?

Developer: Yes.

You:

You: Sailing is similar to your assignment.

You make decisions. After, you can tell me some of your decisions.

Defend Developer

Bad Director knows the following: You will not fight Bad Director. However, Bad Director attacks Developer. Then, you defend Developer.

Therefore, you fight Bad Director.

Bad Director learns the following: You ignore Bad Director's criticisms against you. Reason: Now, you defend Developer. Previously, you did not defend you.

You are a Manager. Therefore, you defend Developer. You have the following role: Defend Developer.

Bad Manager to Bad Director: I agree with you. Developer is bad. Bad Manager betrays Developer. Instead, you support Developer.

Give responsibility

Give Developer responsibility

Make Coworker believe she has responsibility for the project. She is the one in charge.

Good Developer enjoys responsibility

Good Developer enjoys responsibility.

Divide responsibility

Two developers do not need to understand everything. Divide responsibility, and let them collaborate.

Lay out responsibilities

You participate. When everyone should be together, you are there. If Director wants you to sweep the floor because Customer will visit, you will sweep the floor. However: On an ongoing basis, lay out the responsibilities. Do not let procedure stop you. Be flexible enough to solve the problem, and then your hand is strengthened when you announce you want the change.

Jerk is pegged with abandoning Assignment when he needed to complete Assignment. He will not get anything through anybody. Reason: Jerk will spend too much time defending why he did not help out when the crisis came up. He will not have credibility.

Therefore, on the third time, you object.
You: Will this crisis be ongoing?

Do not object the first time, because you
give Jerk the opportunity to say...
Jerk: No, you misunderstand me.

Jerk lies, but Jerk has his excuse. Reason:
The other incidents have not yet occurred,
and Jerk .

Also, when you have completed similar
tasks, and you increased your value at
Company, you always have this card to play.
You: When I started, here, Director gave
me minor tasks. Now, I do major tasks.

Control leads to responsibility

Control leads to responsibility, and
responsibility leads to advancement.

Do not speak about you

Instead, speak about the benefits to
Customer, Company, Coworker, Jerk,
Director, and President. Nobody cares about
the benefit to you. If President asks you,
give a quick reply.
You: I am honored.
Then, talk about customer.

Give Developer more responsibility...and onwards

Give Developer more responsibility

When Developer wants to change
jobs and go to another company, do
not stop her. Developer is good, she
will rise up on her own, and for next
50 years she will say good things
about Company and you.

Help Business Friend find a job

One of your most important
assignments is finding jobs for
Business Friends.

When you hear there is a job opening, go into high gear. Business Friend wants to hear about jobs. A job might be a good fit for her, even if she is satisfied with her current employment. Also, telling about jobs makes you look more connected.

Help Business Friend help find a job. Especially as you get more responsibility, Coworker will want to take credit for helping you get that position. However: Perhaps one out of 100 professionals look for jobs for business friends.

Bumbler worries about himself. If a statement advances his career, he will pay attention. However: For Business Friend, nothing else holds his interest.

Use back labor. Perhaps you help Business Friend with her resume. Show her the resources. Advise her. Cheer her up. Talk to her when she wants to call and unload her frustrations. Keep her from doubting herself. Jerk would rather worry about his own problems.

You enjoy helping Coworker, and you do not want anything in return. A good job will make other things right in Coworker's life, and you cannot stand to see things thrown off-balance. Also, since Good Developer is poor at marketing herself, apply your skills to help her.

Discuss Developer's future

Discuss the future with Developer, and say you want to help her. Steer Developer to a better position.

References

Give glowing references.

Hard to turn a follower into a manager

Probably, Follower does not become Good Manager.

One Developer for the assignment, not three developers

Ask one developer to complete the small assignment.

Bad Director: I assigned three developers to complete the small assignment. So, they will complete the assignment faster. Three developers will disagree, because each developer has an /view, ego/. Instead, ask three developers to complete three different assignments.

You want to make progress. However, meeting makes little progress. However, meeting slows progress.

Encourage can replace 'cheerlead.'

Working causes progress. Meeting deters progress, because you are not working.

Meeting /deters, inhibits/ progress, because you are not working.

Encourage Seller to speak with Customer. Give Seller Customer's phone number. Good Seller will /promote/ you to Customer. Good Seller speaks with Customer, and Good Seller supports you. Customer receives information from Seller. Manager is confident, because Manager lets Seller communicate with Customer. Bad Manager /blocks/ Seller from Customer. [Cut

that Seller and customer thing.]

Customer thinks: Manager is confident. Manager lets Seller talk with me. However, I want one contact the project. Manager should talk with Seller.

You succeed with Customer, because Customer can speak with Seller. Bad Manager blocks Customer from Seller.

Working is making, to make You will increase productivity. Customer thinks: I want Manager to speak with Seller. I do not want to speak with Seller. You succeeded, because Customer can communicate with Seller. Customer chooses to ignore Seller. Bad Manager blocks Customer from Seller, so Customer wants to communicate with Seller. Bad Manager does not offer value, so he fights everyone for territory.

Encourage Good Seller to / /, and Company will grow. Bad Director to you: You must participate with Seller and Customer. You think: I /entrust/ Seller to help Customer. Therefore, I can accomplish other assignments. You: I will participate more. Then, you participate a little more.

A team should not do one person's work
Bad Manager assigns several developers for one small assignment. Instead, assign one developer and monitor her progress. If Developer needs help, assign another developer to help her.

Developer [merge with the above]

The focus here is on managing

Developer

This book focuses on managing Developer.

Easier than being creative

Managing is easier than creating. One reason:

Heart

Sensitive to small humiliations

Be sensitive to the small humiliations the Developer has to go through, and eliminate those. Such as a small assignment she is supposed to do. Before Developer complains...
You: You are too important for that little assignment, but I cannot find anyone else right now. Soon, I will find a solution.
Then, find a solution.

Temperamental

Prepare yourself to struggle with an emotional Developer. He will
~ call you names.
~ scream at you.
~ cry.
~ Say things you would not imagine Developer saying.

During the situations, be diplomatic Manager. Make Developer happy. And, you are the one who did not do anything wrong. Reason: Developer is unable to come to terms with what happened. Developer cannot explain her behavior.

A poor interviewee, but a good employee

Often, Developer who interviews poorly becomes the better producer. One reason: He is genuine. He never learn any of the tactics.

Developer leads with her emotions

Developer...
~ would rather be sitting in a cubicle than facing anyone.
~ leads with her emotions.
~ is discounted in the market.
~ is not shrewd.

Developer must be comfortable with you

At the base of the alliance between you and Developer is Developer's comfort level with you.

Developer is all heart

Developer is all heart. She leads with her heart, so her life is more difficult.

Overreaction is common

Developer overreacts.

Developer does not promote herself

Developer promotes herself little, so you must help her.

Step lightly**Treat Developer right**

On TV drama programs, Manager treats Developer poorly. Instead, behave the opposite. Care about Developer. Developer...
~ needs you to fight for her.
~ is perceptive, and can sense

a betrayer.
Your actions are more
important than your wardrobe
and your words.

**Director does not handle issues
directly**

Director says she does not
play games. She handles
issues directly. Do not
believe her!

Kid gloves

Be kind to Developer

Editing a copywriter's creation

Jerk ruins your Project, and
you are angry. If you suffer
Jerk's humiliation early, your
anger reduce as you progress.
Your successful record
should help reduce the
criticism.

Therefore, someone changing
you will not prevent you
from putting the copy into
your portfolio. You will
obsess about every small
piece in your book, but a
potential employer will not.
If you want no one to change
your creation, earn that
position. And, the path is
filled with modifications.

Reference: The art of the
acknowledgment /regarding
saying the person is right but
then making a change/

Copy/contact

Control of the accounts is control at the
agency. You can sit at your keyboard and
enjoy a mild existence.

1. You are tormented by Bad Director. He
knows nothing about marketing.
2. You get pulled off an assignment because

Director never heard your brilliant ideas.
3. You are replaced by someone younger
and "more in tune."

Meanwhile, Good Director wants a direct alliance with you. She does not want to ally with a go-between -- Bad Other Department Manager will translate Good Director's vision and needs into some scary monstrosity. You talk to Director, create the ads, present, provide direction, and build an unassailable alliance. This alliance angers Director.

Developer understands creativity. You understand alliances.
By adding "contact" to your title, you are moving into a more difficult area. You serve Jerk. You will agree to those impossible deadlines. You will work extra hours, withstand more pressures, and juggle things simultaneously. Your wardrobe will improve.

Also, determine who will control the projects. Will the driver be Prospect, Jerk, Director, or you? Make sure you are the one.
Everything he offers you can offer as well. You can listen to Coworker.
Communication is your specialty. The difference: You do most communicating in writing. Discover how to bring Coworker around to your way of thinking in conversation. You are sharpening your writing skills. Reason: This one-on-one think-on-your-feet exercise will help you.

You are giving the power to someone else.

405. /Tell the story about why does the AE need to be there./

Your creations will suffer unless you are in control.

Often, Developer is a weak communicator

Salesperson communicates, so Salesperson is a strong communicator. Developer develops. Therefore, be patient with Developer. Understand Developer. Unite with Developer. Make Developer comfortable. Then, Developer will explain Developer's solution to a problem.

Drop in for Developer

Developer's task is harder than Bad Director's task. However, Bad Director complains more. Everyone believes Bad Director. In reality, Developer makes Bad Director successful.

Operator

We are introducing a new character: Operator.

Operator does not want more activity.

Operator thinks: Company does not give me enough resources. Company cannot satisfy current activity. If we get extra activity, company will not give me extra resources.

Therefore, Operator does not want the following: You get strong results. Therefore, you have a problem. You get strong results, and Operator dislike you. Operator tries to stop you.

Coworker

Coworker declines

Coworker produces less and company fails.

Most coworkers do not want to win.

Losing is easier than winning. Encourage Coworker to win.

Sales

Easy to get job selling

There are fewer barriers to entry. You can get a job selling tomorrow.

Sales Developer goes along with you

The Sales Developer will go where you are going. Expert will take the opposite position.

Loser Sales Developer has one savior

Loser Sales Developer always hangs on with one savior.

C. Sellers

Finding

Finding a great Seller is a real discovery

Finding a great supplier is, in the long run, as good as finding a new customer. Both improve the process.

Do not go with the high-profile

Do not use expensive Seller. Reason: You are not important Customer to expensive Seller. He has more famous/richer/more powerful customers than you. He serves them before you.

Expensive Seller is high-profile. Reason: He prioritizes promoting himself. (See Deceiver on page @.)

Getting a referral from Director

You want Director to give a good referral about you. She goes out of her way to give good referrals. Also, you want Director to be available. If she is not, you cannot. You get lost in her voicemail. Good.

Finding the best

A bad role for you: You find Seller who has the best solution, but he is resistant to sell his solution to you. He will not return your calls.

Getting to the pitch fast

Seller calls you and introduces himself. Get to the point by asking...

You: How can I help you?

Note: You are helping Seller. Reason: You serve everyone.

Too much detailing what you will get

Seller explains in high detail exactly what you will get for your money. Suspect Seller will deliver nothing more. See if Seller says...

Seller: I will give you more for your money.

If Seller does not, go elsewhere. He is not hungry. You do not want Seller who acts like he just ate a

Thanksgiving dinner.

Bad Seller does not answer your questions

Give potential Seller specific requests, and incentives to help you. You will ask for specific information, and find that 3/4 will not respond. Seller would rather try the next potential Customer on the list. Motivate Seller.

Empathy with Seller

Be empathetic

Be empathetic with Seller. If you do not want to meet again for a year, say...

You: And, you know, I used to sell. I hated hearing, "Call me in a year." I did not even like hearing, "I'll get back with you in three months." Still, I ask you to call me in a year.

Be empathetic. Seller has a rotten job, and she appreciates your kind words.

Echo Coworker for her

Be light with the awkwardness of the situation you are getting her into. She enjoys being /imitated/ with conversations. You connect with her.

You: I can see you saying, "You are not going to believe."

Say you can identify

You: I can identify with your situation.

You: We have that same situation.

Give a short example, and Coworker will be grateful.

Stating what Director wants better than Director states.

You: I would not want you doing that activity. You leave yourself wide open.

Relate to Seller's Developer

You have two types: Seller, and Seller's Developer. Set up an excellent alliance with Seller's Developer -- not to the exclusion of Seller, but in a Three Musketeers spirit. Reason: Seller's Developer will delay your assignment unless you are able to make personal appeals to her. Seller's Developer has control over how good Assignment looks.

Also, you are supposed to talk with Seller, and then Seller passes on orders to Seller's Developer. This procedure is fraught with miscommunication and omission problems. Talk directly with Seller's Developer, and she will ask you things you had not thought of, and tell you options you had not considered. Also, Seller's Developer will tell you the following: Seller promises everything, but what you want would not come out right. And, she will give you a great alternative.

You are fair

Tell your policy of fairness -- and quickly gain Seller's trust

By telling Seller, being the first one to say your policy of fairness, you put yourself 65% further down the road of a trusting alliance with Seller.

Requesting

Tell Seller you will beg

You: I will beg you if I need to.

To Seller, you come off funny. Your statement is irresistible.

"I am going to prey upon your kindness"

You: You are a kind coworker, and I will use your kindness.

Ask Seller for Seller's resource

You need to know Seller's resource.

You to Seller: Trust me. I will include you. Or, I will owe you a favor. Also, I will tell you my activities with your resource.

In-house or out

Internal vs. outside

In-house copywriting is not a regarded field. The sellers -- advertising agencies -- have succeeded in belittling the in-house source. Coworker is rewarded more because of her ever-growing experience with Product than her ability to sell Product. An outside writer gets Director's heart racing.

As with many things, this issue does not have to do with the outsider's skills. The issue is: He is an outsider. Bad Director has little respect for

Coworker -- compared to outside sources.

Internal vs. Outside Specialist

Developing internally vs. using an Outside Specialist.

Alliance

Have a great alliance with Seller

If you have an excellent alliance with Seller, you will gain so much.

~ Reliable gossip.

~ A clearer picture of the market.

Your alliance with Seller is important to you. Unfortunately, once that source is no longer needed by your company. Probably, you will lose touch with Seller. Nonetheless, always stay on good terms. Send holiday cards.

Befriending Seller

Put Seller on your side. One reason: You want an ally. You want a new friend who is Seller. What an excellent friend to have. You can call Seller when you are having a bad day. You never know when you will need Seller, for any issues.

Seamless Seller-Customer alliance

Have an alliance where you must remind yourself who is Seller and who is Customer. You do not remember.

Think as two

Note: You are two, not one, and you must think of your alliance.

Like and respect Seller

Jerk: I like Seller.

However: Jerk becomes angry with Seller.

Without Seller, you are nothing. With Seller, you can have much.

Hear the way Jerk treats the stranger on the phone, and you know all. Jerk is not looking for a better deal.

Ally with Seller

You are allied with Seller. Both have the same

objective. When you get strong results, Seller gets more money. Unite. Thank her. Return her calls. Seller is the best source -- one with ideas -- is worth gold to you.

Show respect for everyone and serve everyone
Show respect for everyone and serve everyone. In a restaurant, you are serving the waitress. You are being friendly, making sure Coworker is focused on her, smoothing over any odd moments, and gathering up your plates for her. In a restaurant, you can see how he behaves. Does he thank the assistants? Is he courteous? If...
Jerk: I am better than them.
Avoid Jerk.

Talk great resource

Maximize what a great resource you think Seller is.

Trust

Seller can trust you.

You are honest with Seller. Therefore, you get Seller's trust.

Seller thinks: I trust Manager.

You increase your power. One reason: Seller has resources. Seller gives you more access to those resources.

Do not stab Seller in the back

Jerk betrays Seller, so Jerk gets a bad reputation.
Seller says...

Seller: Jerk lets me do the legwork, and then removes me to avoid paying the commission.

Be up front with Seller

Seller wants you to be up front with her. Explain everything. Do not want to take Seller down the primrose path. She will ally with you, because you are so honest.

Negotiate

What you can and cannot give

You cannot give Seller lots of money. However:
Some things you can give:
~ camaraderie

- ~ promotion
- ~ respect
- ~ time
- ~ other business
- ~ praise to her manager.

Give Seller hope for future

Give Seller hope for the future, so even if you are a small customer, while you want to be honest with her, express hope. Tie Seller into the success of Company. Therefore...

Seller: I knew Company years ago. They have always trusted me as their Seller.

Be enticing with Seller... “We have money”

Be up front. We have money, and we are looking to pay an outside expert to do this project for us. Initially, do not get cheap. Later, be cheap.

Do not nickel and dime

Regarding paying money, stay on the side of fairness. Go way out of your way. Do not nickel and dime. You will pay more money. However: This behavior contributes (a little) toward you rising up in Company and making more money, so everything is good.

Director lets you negotiate

You to Director: What is your assessment?

Director gives multiple answers. Reason: Director protects Director.

Director: You call Seller. I must attend a different meeting.

Director wants you to negotiate. However, Director does not say this statement.

Correcting

How to correct Seller

You are the customer.

You are unhappy about bad situation, but you must make a change. Seller should have known better.

You are not picking nits here. There is clearly a difference between what you expected and what you received. The problem has to be fixed.

Do not get upset with Seller

If you often get upset with Seller, you lose your

upset points.

Do not be direct when firing Seller

When you are firing Seller, do not be direct with him.

Reason 1: Being direct burns a bridge.

Reason 2: Often, Seller does not care to know. He will not change.

Reason 3: You will still need Seller in the coming years.

Making the problem your fault

There is a problem. Bad Seller wants to make the problem your fault.

You think: If Project is not bringing in the responses, Project is not doing too much for us. Get strong results, and let the other stuff slide. Start looking at the numbers. Determine how many responses per day, per source, were brought in two years ago, last year, and so far this year. Compare the numbers.

Note: Certain things were done differently back then...perhaps some of the goals were different, too. Then, see where you are at now. Bust through wherever you stood, and get strong results.

Show Company strong results at the end of six months. Show Company these numbers. You must show the sparkling numbers to Directors.

Also, you have beautiful new projects. Also, you cleaned up the such and such system. These projects can change the response amount. Those are your projects for the off hours.

We are moving into a section you may want to skip over. This section could turn you against the whole guide. Reason: This section is directly discussing ways you may consider behaving as effective Manager. This subject is not new to the guide, but before this subject was presented as "Persuasion" and "Service." But now you are cornered. The issue is: While there may be one fantastic way to answer a question, there are many good ways to

behave.

Tell Seller you have worries

You: I do not have any kind of, "I am better than Seller," or, "I have the advantage here." All I have are problems. And, I am indebted to you when you resolve them. I have no power -- only problems. You help me solve the problems. You have the big advantage over me. Reason: I would be so grateful.

Opening up

Seller likes to talk.

Draw the information out of Seller. You will find out, keep asking.

Get them to talk competition

Ask Seller to advise you. Tell you about her competition. Therefore: You can learn the market with one phone call.

Will open up to you

You can get Seller to open up and tell you the inside story on anything.

Pull off Seller's professional mask

Pull Seller's professional mask off. Ask Seller to speak her mind, and from her heart. Let Seller tell you the problems with her Product...and what the real score is against her competition. You would not use any of Seller's information against Seller. Seller who tells you what is going on is valuable.

Do not spill company's beans to Seller

Give vague answers to Seller about your company, size, makeup, what you are doing, etc. Things are always kept within. Do not talk about overall budget.

Seller can ask you for a favor

Seller believes she can ask you for a favor. She can tell you she lost your documents. Seller knows you are delighted to help her out.

Save your life

Save your life

Seller will save your life. Be good to her.

Get Seller to look out for you

Talk with Seller. Look out for everyone's interest.

You: Together we are unstoppable. What a team we make.

You are Customer, but you are supportive.

Get Seller to look out for your best interest.

Seller talks up other companies, too

Seller says he talks you up to the prospect.

Therefore, he talks up all kinds of customers. Seller is talking up all competitors, too. Reason: Seller succeeded with that tactic in one situation, she will use that tactic in every situation.

Express confidence**Have confidence in Seller**

You to Seller: I am confident in you.

Express confidence

Your assurance is enough.

Get Seller's advice

Ask Seller...

You: What do you think? I would appreciate hearing your ideas.

Often, Seller is amazed you are so dependent on her she will be up front with you.

Compliment Seller

Look for opportunities to compliment Seller.

Seller: I cannot complete Assignment in time.

You: I know you can. You are a pro.

Seller is the doctor**Give Seller responsibility**

Give Seller responsibility in areas such as pricing.

You: The price should be similar to the amount you charged the previous occasions.

If you are in there policing every price, you show a lack of trust. Also, Seller will not take as much personal responsibility -- self policing. Find a seller you can trust. If you can trust Seller here, you can trust Seller anywhere.

Let Seller pick up on what you are looking for

Seller can sell her product any one of a dozen ways. Tell Seller which sales tactic to use. She then understands. Miraculously, you have Seller who thinks your way.

Learn from Seller

Let Seller try to sell you items. Hear Seller's tactics. How does Seller try to convince you? Get an education from sales calls.

Day-to-day**Befriend the production resource**

With the printer, you have a primary objective: Establish a strong alliance with the production resource -- the one doing the job.

Bumbler: I expect anyone to complete my request. Bumbler is wrong. If you allow your request to be passed from one coworker to the other, your request will go wrong.

Ease Seller's time and problems

Make the process easy for Seller.

Convince Seller's internal resistor

There is hidden resistance: Seller's Director. Get to Seller's Director and convince with the same opportunity message you used to convince Seller. Otherwise you are simply a prospect, and Project will not proceed well.

Also, Seller's Director understands networking, and you are a new customer to network with. She will cooperate with you.

Stay on top of Seller

Much of business life is spent staying on top of Seller...making sure the assignment proceeds quickly.

Bumbler: Seller has this problem. I do not have a problem.

However: The problem belongs to Bumbler. Bumbler will lose the time, the opportunity, and egg will be on Bumbler's face. Somehow, Bumbler was at fault.

Quote: Buying and selling is an art, Bernard Norman

/Get the quote/

D. Negotiation

Creative negotiation

Negotiation not as much in industrial

In the industrial world, negotiation is not as extreme as negotiation in, for example, broadcast retail.

Offer package arrangement

Offer package arrangement with Seller.

Talking Seller into running more different ads

An ad costs 1/4 the amount. That ad is not 1/4 as good as a full-priced ad. Reason: The key is persuasion. Bring everyone into your great plan. We will put all four out there in different areas. We will have to be productive. And, your outside sources will have to absorb these charges. Reason: He is in for the long haul. The ad gets strong results. Then, Seller will be the hero. And, Seller can return to her regular prices in that group.

Sell Seller on the opportunity to have a winning campaign. And, Seller would rather work extra hours to get a winner than...

03 Value

A. Getting strong results

Work on important projects

Example: A car hit you and you are dead. At Company, the conversation will turn to: Who will do what?

Director: We can have Coworker continue with Project, because Project is easy.

Do not work on Project.

Understand the advantages you have in Company. See those advantages and your choices become simple.

Expenses get cut

Do not be an expense. An expense gets cut.

329. Are you a great asset?

/Question./

All about value

Discuss value with Director. Reason: She will not worry about your value as much as you will. She will have you

work on an assignment where she could pay someone two times less and still get projects done. On an ongoing basis, discuss your real value. If not, she realizes she overpays you, and you do not bring in the value you are supposed to. Director: I take some blame, because I asked you to do this project. But, you want a raise. You are overvalued right now!

If you must, write your thoughts down, and present them to Director.

You: I question using me to do this assignment, when you could have Coworker. I speak about this subject now. One reason: If I do not speak about this subject, someone will speak about this subject later.

You are obligated to show Director solutions to the problem, not merely to state your complaint.

You can improve any activity

You improve many activities in Company. Therefore, you bring value to Company.

You are an investment

Company has an expectation. Company pays you \$1. You must produce \$3. Then, you give Company \$2. Good.

Give value to Company.

Why does Company need you?

Company needs solutions to problems. For example: Developer is distracted. You ask Developer to focus on the project?

You create. Therefore, you make money for Company. Tell New Company about your skill. New Company will hire you.

You are valuable. Reason: Company needs profits.

Does Company need you?

Company does not need Bumbler. Probably, Company will fire Bumbler.

Strong results protect you

Get strong results. Achieve the goal. Then, you are protected.

B. Results

Director likes you because you get strong results

Director likes you 97% because you get strong results.

You make Director look good.

Most of all, you must get strong results. Nonetheless, you must be friendly Manager. However: Being friendly Manager will not keep your job for you. If you leave, Director will not worry about what a pleasant Manager you were. Director is worried about your responsibilities.

Director asks: Who else can take Manager's responsibilities?

Bumbler is a jerk who gets strong results. Probably, Bumbler will lose his job.

If Director could use a dog to do your job she would use a dog. Director is only loyal to you because you get strong results. Everything else is superfluous.

Note: If you like Company, be grateful. Just as you cannot choose your family, you cannot choose your coworkers. Be thankful when they are good coworkers.

Enjoy doing results-based activities

Do not participate in an activity because you enjoy the activity. Instead, participate in an activity. This activity gets strong results.

Paying in vibes

Paying coworkers in vibes

You manufacture responses

You control the manufacture of responses. Your projects get strong results for Company. You will use research and development to get strong results.

You are not spending money on advertising. You are buying sales responses.

Being nice Coworker is not enough. You must produce

Bumbler is lazy, but he tries to be nice Coworker. Bumbler will lose his job.

C. Mind

Give free, useful information

You can give Coworker information you think she can use.

Giving Director information is effective in all ways.

Advise only if your advice will help

Jerk is behaving badly. Correct him if you think he will improve. Otherwise, beware: You are only going to have problems. And, you are only going to become a target of Jerk's poor behavior. He has not come to grips with his poor behavior. His poor behavior makes him erratic, where illogicality is prevalent. And, you will be thrown into that maelstrom.

Summary: This problem is too hot to handle. Stay quiet.

Advise Director

Determine the best plan. Suggest that plan to Director. Reasons you advise Director:

1. You know the best plan.
2. You understand strategy.
3. Director respects your judgment.
4. Director accepts your advice. Your plan succeeds. You gain power.

D. Hands

Help Developer.

You established the system. The system works. Therefore, management takes little time. Therefore, help Developer.

Reasons: 1) You have the time. 2) Developer completes project faster.

3) You learned the process better. Therefore, you make better decisions.

Help Developer improve

Find talent inside each developer

Find the talent inside (or not inside) different packages.

Make Developer a better resource.

Help Developer

Help Developer. Reason: Developer stays with you. Developer wants to develop. Developer wants you to manage. You participate with Director. You participate with Prospect. You participate with Customer. Developer

develops.

Help Developer achieve the goal.

You are helpful Manager. You help Developer achieve the goal.

04 Demeanor

A. Setup

On a point system

Increase your "reasonable points"

Realize when Jerk has lost his "reasonable points."

Be reasonable.

You: The event almost certainly occurred. There is a minor chance the event did not occur. Probably, this event occurred.

Jerk jumps all over the .1%. Therefore, Jerk loses his reasonable points.

Gaining friendly points

408. You are new Manager. /Initially, you are given credits. In fact, you receive an unlimited amount of pocket change. You gain credits when you behave amiably.

409. Use your assertiveness wisely. Use your assertiveness on those infrequent occasions when assertiveness can yield a larger return.

410. Unfortunately, Jerk wastes his assertiveness gold on every little matter. He develops a reputation as pushy, petty and offensive.

411. Then, the time to use his assertiveness comes up, and he is bankrupt.

412. Jerk flails even more wildly, attempting to cover his poor state. However: Only Bumbler will give Jerk credit.

413. Meanwhile, you are perceived as friendly Manager who does not lose sight of the goals. While he may not help you, at least he will not get in your way.

414. However, do not give up ground.

B. Be yourself

Be yourself

You are who you are. Be glad to be yourself, to have your past. Your past can always help you. Look at the successful character. She is always going on about where she came from.

Reject most of the rules for personal communication, such as

- ~ maintaining eye contact
- ~ sitting in an upright position
- ~ speaking with a powerful voice.

She expects phoniness to come from phonies. Instead, be yourself. You have faults, and having faults is good. Soon, she will realize you are a genuine human being. And, she will pay attention.

Be yourself. Perhaps you are witty, speaking out, standing alone. Whatever you are, show who you are. You will win more than lose, and better yet, you will not be bored.

Keep your personality.

Do not use a different personality.

Bumbler to you: Be funny. Company likes funny employees.

Bumbler is wrong. Different personalities strengthen Company. Company should appreciate your personality. You can change your height little. Company accepts your height. Similarly, you should change your personality little. Company should accept your personality. Therefore, focus on getting results. Do not focus on your personality.

You own your personality, and your personality is valuable. Your personality keeps you happy inside. Therefore, do not lose your personality. Instead, protect your personality.

Be a professional version of yourself

Be a professional version of you. Then, encounter many coworkers. You connect with certain ones. You will have more than enough to fill your life. They will be invaluable to you. They will be your supporters, advisers, friends, references, and resources.

Meld your personality to your professional self, but do not change

Improve your personality. Meld your personality into the professional world. However: Do not change your personality. Do not be someone you are not. The phoniness will shine through.

C. Nice

Good-hearted

What matters: You have a good heart

Coworker has a good heart, and a good heart goes a long way. Everything else matters less.
You are kind, and being kind is important.

Do you have heart?

Do you have heart? Who is more important: you or Coworker?

Big heart does not mean tiny brain

You have a big heart. Therefore, Jerk thinks you have a tiny mind. You will buy into anything.

Good-natured

Good-natured.

Get a reputation for being good-natured.

Develop a good-natured persona

Develop a good-natured persona. Reason: She can give you good-natured ribbing about things.

You: Around here, when she stops making jokes you are in trouble.

Be a good sport

Being a good sport gives you lots of leverage.

Personality comes naturally. For example, Sales Developer will not get too serious.

You can make a Sales Developer more serious than he was in college, when he was playing golf. You will not make him Jonas Salk.

Positive

Being positive shields you

Jerk talks behind your back with negative remarks about you, your positive attitude will get you through this crisis.

Jerk to Good Coworker: Manager is stupid.

Good Coworker thinks: Jerk is inaccurate.

Manager is not stupid. Jerk is attacking Manager.

Be refreshing

Be refreshing.

Do not be exciting news

Whatever is most exciting will be the news. Do not be the most exciting Manager or the dullest Manager. You are not the center of attention. Do not become the center of attention. Be proud when you suppressed a witty statement. Reason: Your statement will interrupt Coworker. However: Do not be boring.

Sunny disposition

You need a sunny disposition.

The Enthusiast with strength

Be Company's best enthusiast

Be Company's best enthusiast. Company's belief is: Company is going up. And, you should believe Company is going up. One reason: With you there, Company can make progress. Also, there is so much potential.

20% of the world belongs to the enthusiastic

Twenty percent of the world belongs to the enthusiastic. Be in that 20%.

The strong Enthusiast

He wants to defeat you. However: You are strong.

When you use your strength well, you get the reputation as being strong. You will not turn back. You will devote time, energy, wit and strength to seeing the right way through.

Consequently, fewer coworkers bother you. More coworkers respect you. She asks your opinion of what to do. You went through a complicated process and succeeded.

You think: I was successful. I learned a lot.

Be a strong enthusiast, putting occurrences on your side

Reference: Your enthusiast reputation makes you vulnerable, page @

Do not have a reputation for having small conflicts. However: Bumbler has different problems, and he needs to be controlled.

Solution: Do not ignore small matters.

Reason: Bumbler will misbehave. Let the

occurrences of this matter add up over a reasonable amount of time (perhaps two months). Then, you have your list. Now, you have turned those small problems into one big problem to solve.

Do not criticize unrelated issues. Reason: Criticizing unrelated issues is not productive. Do not worry about the past. Reason: Worrying about the past is not productive. There is much to discuss about the opportunities for the future, do not waste too much time on these things. Let us focus on the future.

Never crawl

Never crawl. Seeing Bumbler crawl for Bad Director is reviling.

Take bad statements personally

Avoid Jerk who says...

Jerk: Our actions are all related to business. Do not be personally insulted. We are all persons! Be personally insulted. His bad actions are a personal insult against you. We are people. He attempts to separate personal and business remarks. Reason: Jerk is a jerk.

Jerk does not want you to be personally insulted because he does not care about you as a person.

He puts his business before coworkers. Eventually, he will be defeated because of his selfishness.

Still, you must respond well.

Bumbler: I am personally offended.

Do not be easily intimidated.

Do not roll over for jerks
You are expected to roll over for
jerks but you will not.

Your two roles: the enthusiast who
cannot be defeated

You are not easily intimidated
Imply: I am not easily intimidated.
Bad Director wants to criticize your
project. Let a thought occur to him.
If he fires you, coworkers will see he
cannot retain employees. He is
always going to be training new
Manager, and then having new
Manager leave quickly because of
the unfair expectations. If Bad
Director keeps demanding more...
You: How many hours are
expected?

Have these discussions up front,
when the assignments are given to
you.

You: We must focus on time
allocation. I am going to prioritize
all these, and then I am taking 40-
hours. Let us prioritize together.

Maximum range

You will need Jerk's help

The tightrope you walk is you will certainly
need Jerk's help in the future. Therefore,
you cannot be super peaceful. In fact, tell
Jerk...

You: I know we are going through this
problem now, and I am well aware I will be
asking for help from you in the future.

Jerk thinks: I will not help Manager.

You: I am trying to separate these two out.
There needs to be a spirit of cooperation
between us for Company's best interest.

And, that issue is different from this problem. If you are unwilling to separate them, the reason is: You are trying to tie them together.

He wants cooperation. Then, he has to put up with your demands with this problem. Otherwise, you are ruining everything. No. Fair is fair always. There needs to be major agreement on every level.

Jerk now, friend later

You look at Jerk as a resource. And, even though you think he is a jerk, Jerk could save your life in the corporate setting.

You can get caught in the situation and still get hurt. He thinks he is not involved when he could easily be dragged in.

Help Coworker resolve her problems

Help Coworker resolve her problems, because you will ally with Coworker.

Exclusion will hurt you

Bumbler excludes.

Never burn bridges

Never burn bridges

Tough alliances

Enemies closer

"Keep your friends close, and your enemies closer." -- The Godfather.

~ Role-playing

~ Acting

~Building alliances

Find good in each coworker

Find a good aspect in Coworker.

Make that quality the basis of your alliance.

Bumbler believes Coworker is an enemy. However: Coworker can be an ally.

Find the good qualities in each coworker. You will participate with each coworker.

Do not make enemies

You do not want Jerk saying about you...

Jerk: Manager got what was coming to her.

Nice

"Nice and friendly"

You want Developer to say...

Developer: "Manager is nice and friendly."

Do not be aggressive.

Bumbler is aggressive and dramatic.

Bumbler thinks: I must convince. Therefore, I will be a /bully/.

Coworker rejects Bumbler. Bumbler has no /connections/. Insead, be calm. Focus on your content. You have smart recommendations. Say your recommendations calmly. Convince with your content.

Be someone she can like

Be someone she can like.

You have "nice manager limits"

Jerk needs to be offended. Example: Jerk needs Coworker to offend him. Coworker is blunt for a moment, so Jerk criticizes her.

Why?

~ Coworker has not offended Jerk yet, and Jerk wants to be offended. Jerk is impatiently waiting to be offended.

Jerk thinks: I knew she would disappoint me somewhere down the way.

Jerk secretly hopes to be offended to put some conflicts in his life. He likes disappointment.

~ Jerk is making a power play. He builds himself up by tearing Coworker down, and now he has an

opportunity to hurt you. Jerk is waiting for you to offend him. Jerk is empowered, puts him one-up on Coworker. He has bad priorities. Compare Good Coworker with Jerk. Good Coworker goes weeks without a problem. Then, Good Coworker makes a frank statement. She acts outside of character. And, Jerk is shocked.

Do not obsess about Company's love.

Company does not need to love you. Really, company cares about the following: Are you getting strong results for Company? Company loves Bumbler. Therefore, Bumbler stays with Company many years. Company lets Bumbler stay at Company. Then, a bad event occurs. For example: The economy becomes bad. Company fires Bumbler. Bumbler cannot get strong results. Therefore, Bumbler will fail quickly in new Company.

Reason new Company fires Bumbler: Bumbler's friendliness is ineffective in New Company. Strong results are effective in most companies. Friendliness is effective in a few companies.

Come in friendly

When you come in friendly, you learn if he will try to take advantage of you. Then, you can suddenly turn cold.

The good bedside manner

Be nice. Do not jump in and declare...

Bumbler: What is your angle? If you do not have an angle, you do not have anything, so you fail! These are touchy situations, and a good bedside manner is required.

You: I suggest we proceed.

Being diplomatic eases the discussion, and allows Product advantages to emerge.

Friendly

Be friendly

Friendly is key in Company.

Here is the best reputation to have: Friendly

Manager.

Do not worry about small issues.

Have a clear sense of what is right and wrong. And, only Jerk would challenge you on right and wrong.

Reason: You will speak up.

You always keep your temper under control.

You are not an automaton. You will have light conversation. However: You keep careful watch of what you say, because you do not want to offend Coworker. You have a good sense of humor, and you like hearing what Coworker says.

You ask about Coworker.

Keeping careful watch gives you more leverage when you need favors.

Be easy-going

There are many advantages to being easy-going.

Being easy-going helps you in protocol, attention, and friendly conversation. If you are not easy-going, Coworker needs to have her guard up with you. Walk on eggshells. If you are easy-going, Coworker can do more with you, and worry about you much less. Coworker can be herself around you. Reason: She has better things to worry about than you.

Some things change Coworker. Example: Bumbler gets offended about his clothing. Coworker transfers Bumbler's offense to other subjects. You showed a defense, and your defense closes you down. Instead, if you are concerned about Coworker's statements regarding your clothing, be quiet. Reason: You will learn more about Coworker. You are in a meeting, and a controversial subject is discussed.

Jerk: I am offended!

Instead, you think: I am learning about Jerk.

And, you will factor your assessment into other situations.

Be easy to attack

Be so easy to attack there is no pleasure for Jerk to attack you. You are friendly Manager who works extra hours every day to make progress. Jerk looks like a tormenter. Reason: Jerk only goes after an enthusiast -- not someone as "strong" as him. Jerk

did not get you to retreat, so he enhances his reputation as a jerk. You survived the hit, so you enhance your reputation as strong Manager.

Accommodating

Be accommodating

Be accommodating.

Being friendly opens more opportunities

Be friendly Manager, partly because being friendly Manager opens more opportunities.

You have a backup.

You: I have been friendly.

Be charming

Be charming.

Humor

See the humor in things

Be able to see humor in things.

Get a sense of humor

Be a good sport. Fit in and be conversant in every situation. Humor lets you be conversant.

Joke about you

You: I am stupid.

Coworker knows you are not stupid. However, Coworker enjoys hearing you joke about yourself. You entertain Coworker.

Politician: We need better legislation to prevent the kind of crimes I committed.

Personable

So personable you are late

Be so personable you are sometimes late. Reason: You do not want to interrupt the friend you are with for the next appointment.

Be genial

Be genial.

At least, be genuine

At the least, be genuine.

Get a sincere voice

Jerk is phony. Jerk is never sincere.

Jerk: I am sorry to hear about your problem.

Jerk: You are terrific.

Thanking

"I appreciate your help"

You: I appreciate your help.

"You would do the same for me"

You: You would do the same for me.

He doesn't thank anyone for anything

Few people thank Seller. Seller sends out an appreciation gift. You call to thank Seller. Nobody else thanked Seller.

Be honest with yourself. Increase your appreciation, however much you believe you appreciate. Thank Seller. Recognize Seller's help. Say great things about Seller to Director.

Compliment

Compliment Developer

Developer takes this opportunity. Developer talks about a problem. This problem bothers her most about Project.

Minimize Developer's concern.

You: I do not think anyone is even noticing that problem. They are having such an excellent experience.

Follow-up question -- to compliment.

Make a follow-up statement to your compliment.

Reason: You ally with Developer.

Give genuine compliments

Give genuine compliments.

Do not talk simply to promote yourself

Bumbler talks simply to promote himself to Director. Coworker sees Bumbler's actions.

The power of compliments

Coworker prepares for a visit or get-together.
Therefore, compliment Coworker. A compliment is all she wants in return! Coworker hopes you will compliment her.

You keep compliments, and so will she

Think about a compliment you received, and how you held onto that compliment. Director gave you a compliment three years ago, and you still think about the compliment. Give Developer a compliment she might remember.

Enthusiastic

Animated quality in the voice

Present yourself with your voice. You cannot control so much how you sound. However: Make sure your voice has an animated quality, so Director listens to you. If you sound like a dead fish on the phone, you will not make much of an impression. There are many books on physical presentation and how you speak.

Do not overdo nonchalance

Do not overdo nonchalance.

D. A personality

Be alive

Be alive.

Be impersonated

He wants you to have no personality and to be impersonal.
However: The great ones are all easily impersonated.

Be entertaining

Entertain. Reason: Most coworkers do not entertain.

Entertain coworkers

Do not expect the audience to give you their patience. You want them to enjoy your performance. They are not interested in seeing you take up space.

Be interesting

There is an art to phone conversation. Little things mean a lot, too. Banter. Have friendly conversation. Make Developer believe she had an engaging experience. As Manager, do not be dull and straight. Demonstrate more wit, capability, and...

You: I think for myself.

Stay interesting inside the limits

Stay interesting inside the limits at Company.

E. Humility

Humble

Do not be the instant expert

Director is wary of the instant expert on her industry. Invariably, you will trip up on some phrase, or make the wrong statement. Instead, be realistic.

You: Project is like a mystery. Here are my clues.

Be humble -- focus on reaching the goal

Be humble. Reason: You keep your focus on the real goals.

Do not emphasize yourself

Do not emphasize yourself.

Relatively humble

You are humble.

You: I am interested in knowing more.

However: He tries to take a position from you, thinking because you are humble he can walk on you.

You: I am better prepared for this problem than Jerk.

You are not being egotistical. When necessary, you will speak about your skill. Otherwise, stay humble.

Humble goes further

Do not be arrogant. At some point, you will make a mistake, and you do not want Coworker hoping for your downfall. Be humble. Coworker allows you to have more success. You have more range. You can run away if necessary.

Here is the problem with being humble: Bumbler expresses confidence so Director will approve his project. Expressing confidence is not necessary. Good Director will notice your excellent project.

Do not be arrogant. If you are, Coworker will always remember. Coworker will remember the fall. No, your focus is on the problem you have. You need to decide how to solve the bigger problem. You need to get strong results. You are indifferent to the ever-increasing value you are bringing to Company. You are not very humble, either. You are not weak. Any time Coworker speaks about this subject, where he is asking you questions, eventually there are two subjects:

1) the problems you need to solve

2) great coworkers will help.

Security leads to a healthy self-criticism

If you are secure about your position, put yourself on the low end first.

Never brag

Do not brag about your advantage. If Good Director knows you have an advantage, but you do not brag, Good Director accepts you have the advantage.

Do not brag about your productivity

Do not brag about things, or look for opportunities to say you worked extra hours. Director may not learn you worked extra hours. Good! You are being genuine. Otherwise, Coworker will applaud your mistakes. You need to be taken down a few notches.

Quiet about self

Be quiet, but not negative about yourself

Do not be self-deprecating about your skills. Be self-deprecating about your clothes, car, etc. These things do not matter much. Therefore, you come across as good Manager. However: You are serious about your role. You give accurate appraisals of that role, and you emphasize the positive.

Be self-deprecating

Say you have bad qualities.

Coworker thinks: Manager does not have those bad qualities.

Saying faults

You: I make mistakes. I do [what he accused you of doing].

Often, she says...

Director: I also make mistakes.

You and Director agree. Therefore, you can persuade Director.

Limit your self-criticism

Jerk remembers criticisms you put on yourself.

You: I am not good at...

Jerk takes the opportunity for an advantage over you. Jerk is using his survival instincts.

Make fun of yourself

Make fun of yourself.

Make light of yourself

Express faults in you that Jerk cannot use. For example...

You: These coworkers are smarter than me.

Make sure your gripe contains some positive expression. Reason: Jerk will say your statement to Director. Often, your gripe is the following: You want to get more things done. However: There are various obstacles in your way. He demands you complete more assignments. Do not complain.

Take yourself lightly

Take yourself lightly. You will make mistakes, and she will see them.

F. Be peaceful

Keep control

Jerk is disturbed if you withdraw. Reason: Jerk does not want you to have so much control of yourself. Jerk wants you to show your true self. Then, Jerk understands you, and he can neglect you. Do not allow Jerk to neglect you. However: When a big problem starts, you oppose Jerk. Example: Jerk makes statement. These statements hurt Good Coworker's feelings. Therefore, you stop Jerk. You: We do not need to discuss that subject. Let us discuss a different subject.

You are telling Jerk not to speak badly about Good Coworker.

Be peaceful

There is no reason to become angry. If you are put into a cage with a lion, and you escape, you can get angry about what happened. However: You are in business. Jerk is not physically trying to kill you.

When you are angry, make a positive statement.

You: I am honored to be here. I am grateful for this opportunity.

Handle this issue in a personal meeting. Be peaceful. If he makes a statement you disagree with:

- 1) Be peaceful. You may not be in control of the situation, but you stay in control of yourself.
- 2) Keep your mouth shut and nod. Your response is meaningless.

See clearly -- no matter the situation. Be attentive.

Probably, you are emotional about the assignment. You are more emotionally driven. You work extra hours to stay even. After about nine years, you are less emotional. You look to the evenness more than the emotion.

You are like a chocoholic. You must avoid chocolate. Otherwise, you will go overboard. Also, do not kick the dog when you get home.

Jerk believes he is deceiving you. He rarely succeeds. Do not internalize your feelings. You help your emotions by communicating with family and friends. Nonetheless, you prefer to discuss this issue in a rational manner rather than an emotional one.

Whatever comes at you, keep control of yourself. Perhaps you need to meditate, take deep breaths, or walk around the block. Staying in control is difficult for Developer. He is temperamental.

Note: Thousands of successful copywriters use their wild emotions to great advantage.

Your best attitude is...

You: I have done this project before.

Be easy-going. Do not be nervous.

During bad situations...

You think: Stay calm.

Focus on what he is saying. Your response is measured and slow. Note: You are not sounding natural. But remember: You are not in a natural situation.

Respect Good Coworker. Whatever occupation she is in, she is optimistic. She is free.

When problems arise, experience makes you calm.

Do not be easily intimidated. Eliminate the tension and remain professional. You will win if you let Jerk flail.

Whoever gets angry loses.

Jerk gets angry. Jerk shows he do not have much other recourse.

You have other options:

~ Let time prove you were right.

~ Keep yourself attractive to the job market. Company is lucky to have you.

~ Wait and see how Coworker will react to Jerk's terrible ideas.

~ Enjoy having Coworker view you as a composed Manager.

Note: Director watches how you will react to Jerk's attack.

Keep your even temper

An even temper is one of your most valuable possessions.

Do not lose your even temper.

Peaceful and unflappable

Be peaceful and unflappable. If you are inexperienced and nervous, she accepts you are nervous. However: If you have experience, you should not often be nervous. She expects you to have more composure the more you are in business. The oldest coworker should be the most composed.

Nothing bothers you

Jerk should get following impression: You avoid his attacks. You say nothing, but you could respond. Nothing fazes you. You cannot be broken. He wants to see you hurt, but you will not.

Nothing fazes you

Nothing fazes you.

An even temper only needs to rise a little

Stay on an even keel, and only raise your temper a little. Otherwise, Coworker is always on edge and needs to steel up. Also, you will lose Coworker and have difficulty getting great employees and sellers.

If you are even-tempered Manager, you will perform well in a professional environment. However: If you have a bad temper, you will have conflicts.

Even tempered

Be thought of as slow to boil.

You: I did not simply jump on this assertion. This problem has been going on for some time now.

Calm

Make your point calmly

No, and you expressly stayed way back -- spoke calmly and with no pressure. When Jerk is out of line, Director will ask how the conversation went. The two things Jerk will speak about are...

1) tone of voice.

Jerk: Manager yelled at me. She ordered me around.

2) hassle.

Jerk: She kept bothering me. She kept discussing that topic with me. I was uncomfortable.

Therefore, do not discuss the topic at that time.

You are not in a movie. Instead, let the matter drop, and regroup. Your policy is: Do not make your point.

Make your points flatly

Acknowledge you heard what he is saying.

You: I understand what you are saying.

Make your point flatly, and as non-combatively as possible.

You: I suggest we select the blue color.

Note: Your suggestion is worthless. Jerk will cull through the chaff. However: Do not allow the conversation to go much further. You will not convince Jerk. Jerk will not convince you. As Jerk grows older, Jerk gets more stubborn. The ego, offense, and "at my point in life" get bigger.

Jerk wants to be able to say...

Jerk: I told Manager.

Control your breathing and do not let your emotions get the better of you. Then, you can focus on what Jerk says. Stay with the conversation. You told Jerk he is wrong because you did not say he is right. And, you demonstrated his position means nothing to you. And, you showed when you are done with the conversation you will ignore Jerk. Ignoring Jerk angers Jerk. If you decide to talk about the subject, raise the subject...

~ as a question.

~ like the subject just occurred to you.

You: How long did you think that project was going to take?

Bad Coworker gives an elaborate reply. He will show how...

~ he was right

~ he was working under extraordinary circumstances

~ you are to blame.

However: Your question is stronger than Jerk's answer. He takes long to answer, so he is unsure.

Jerk has self-denial, which is off the charts.

Therefore, you can dance around numerous times, so you end at that starting point.

Let Coworker know you will stay calm

Coworker gets more comfortable when she knows you will not be angry with her about everything. She will open up, trust you, tell you more, let you in on her mistakes, and you will be better prepared to help her.

Control gives you power.

Coworker upset you. React calmly. Control your emotions. One reason: Control gives you power. Coworker does not know your real feelings. Good.

Be peaceful

Be peaceful at meeting and before. Be composed. Do not look over what you are presenting, making one last change.

Emotion

Frugal use of emotion

You hold everything back. Keep your temper down.

Emotion and reason

There is an inverse ratio between emotion and reason.

G. Nervousness**Do not be nervous**

Do not be nervous. Being nervous means you are worried about what will happen to you. You can be excited about the opportunity. Realize you are only there because Director thinks you can help her. Look back at the situation and see: You can do things Coworker cannot. You are making progress. However: If you think you are one of the dozens Director could choose from, then be nervous. These seeds were sewn a long time ago -- when you decided whether to build up incredible capabilities in this marketable area.

Director will only see you because you can help her. Therefore, do not get nervous. You are nervous because of the opportunity for you. However: Focus solely on the benefit to Director, and you will...

~ get rid of the nervousness.

~ help her with confidence.

~ draw upon your mental resources.

Put nervousness to advantage

Put nervousness to your advantage. You are nervous, but you still make your point with Jerk. Good. You are uncomfortable with Jerk -- moving forward shows fortitude on your part. You convince.

H. Dress**Dress for the worst possible meeting**

Think about the meeting you will get into. Consider the meeting where your credibility will count the most. Dress according to meeting. Reason: You will be glad you did when you get into a mess. You have credibility.

Better clothes means less defined field

Jerk is well dressed. Therefore: Probably, he is in an undefined field. A psychologist looks great on TV.

Reason: He wants to impress by who he is. If you look at

Scientist, the one trying to figure things out, she looks like junk. Her hair is a mess, and she wears old clothes.
Reason: Scientist does not have to impress by her presence. She focuses on what she is trying to find out.

Thoughts behind clothes

Why do you wear nice clothes every day? Two unusual reasons:

- 1) You do not know what the day holds.
- 2) You are not seen by Coworker, unless your clothes stood out. Be consistent with your clothes. Director slowly recognizes you dress this style, and Director can count on you always looking this style. If Director might be visiting, you do not need to be informed in advance.

Find a different look

Always be different when coworkers are being the same. If counterparts are phony baloney and too snappily dressed, be the one who is straightforward and not flashy. If coworkers are dowdy, start slicing some baloney and get a little wild. The key is to be different in a positive way.

Sometimes, going your own way will harm you. However: Often, you will make progress. Reason: You are different.

Stay between flamboyant and outdated

Do not look flamboyant, or outdated.

I. You

What you say

"I do not have a halo"

You: I do not have a halo over my head. I learned my lesson there.

"I live and let live"

Your attitude around Company is: Live and let live. You leave coworkers alone, and you cannot understand why anyone would want to mess with you.

Self-promotion

See "Promotion," page @.

Actor

Actor's mask

Often, you wear the actor's mask. Determine how you can look happy when you are not happy.

Be the actor

Add "actor" to your repertoire.

Exercise**Get in shape**

Bumbler looks unhealthy, so he sends a bad message to Company. Director will connect Bumbler's sickness with Bumbler's projects. Director sees Bumbler being unhealthy. Director thinks: Bumbler does bad projects.

Stay in shape

Keep from getting out of shape. Once you get out of shape, you are showing Coworker you gave up.

On your best behavior**Behave professionally**

Rejecting unprofessional behavior plays to your advantage. You are not in a tavern talking with your best friend from high school.

Your best behavior

He will put you on your best behavior. Good.

Follow societal norms

Follow societal norms. Society has beliefs about this subject.

Flexible**Conform outside for freedom inside**

The more you conform on the outside, the more freedom you have on the inside.

Modify your behavior to achieve

Put the goal first. Learn the appropriate behaviors. These behaviors help you do the following: Reach the goal.

Change the words 'reach the goal' to simply achieve'

For example: You act concerned. Reason: Acting concerned helps you achieve. Or, you act nice. Reason: Acting nice helps you achieve.

Put all this with you know what the goal is...how to get here.

Act happy.

You are sad. You must act happy. Reason:
Coworker does not care about your feelings.
Coworker cares about Coworker.
Bumbler to Coworker: I am sad.
Coworker to Director: bumbler is sad.
Director: Bumbler is /incompetent, incapable/.
Bumbler showed weakness. Instead, show strength,
Happiness is strength.

Interested in Coworker

Be engaging

Be engaging.

J. Characteristics

There are always problems

The way you are will have advantages and problems. Let us say you are dog-like in your service. You will have problems. He may not respect you. He may not return phone calls. Nonetheless, he is a more respectable coworker than you are. However: As long as you are comfortable with what you are doing, and you are doing what can be perceived as productive activities, then you are in good shape. Be happy being who you are, and not being someone you are uncomfortable with. At least, she will appreciate your genuineness.

Your ways develop over time

Ways develop over time.

K. Self-quiz

How to know if your behavior is good

Check the signs:

Coworker fears Jerk. Therefore, Jerk has a problem.

Bumbler gets low marks on evaluations. Therefore, Bumbler has a problem.

If a waiter believes you are one of his best customers, you succeeded! What do service workers (such as waiters and cab drivers) think of you? Do not delude yourself. Are you sometimes a demanding pain? Instead, help the waiter succeed. Compliment her.

You: The restaurant is crowded. Thank you for helping us.

Jerk: But, on those occasions I have had real justification.

Jerk is wrong. The reason: You cannot be both nice and a jerk.

Defining an effective Manager

The first qualification to being a good manager is to know what being a good manager is. You are a mother, a friend, psychologist and a surgeon.

Do not be what is expected

Do not be what Developer would expect a manager to be.

Manager has wide range qualities

You have many qualities. You grovel. You beg permission.

Multi-dimensional

Multi-dimensional personality

Be one Manager in one situation, and be a different Manager in another situation.

Be anything necessary at the given time

You are anything necessary at the given time.

Get the maximum leeway

Get the maximum leeway going forward.
You get the assignment done.
You minimize ground lost.
You recover from a mistake.

Chameleon

Be whomever you need to be.

Manager is role playing

Role-playing. You are playing a role. You are Manager. You can present yourself 25 different ways. Be whichever one suits Coworker.

Do not become a businessperson

Bumbler: I like being a businessperson.

Do not be a businessperson. Two points:

1. You are creative in every assignment.
2. "Business" says you put coworkers low on your list of priorities. Everything you do must be for the benefit of people -- not you. Bumbler only serves Bumbler. Therefore, Bumbler is selfish. Coworker will realize Bumbler is selfish. Bumbler cannot be both selfish and generous.

Also, avoid flat-voiced, always trying to be calm executive stance. You can be successful and keep your personality. Get Director to show her personality.

05 Service

A. Customer

Little information on customer

Almost everything to say about Customer can be said equally about Director.

Give and take

Keep her happy

Let giving be your reward

Be attentive to her

Therefore, this section will only have a few subjects particular to customers.

The mouse can do the lion a favor

Maybe someday this mouse can do the lion a favor.

Customer is your friend

Customer is grateful for your product. The problems are inside Company. If Company has big problems, Company will fail. Customer is sad. You are sad.

Offer customer participation to Director

You participate with Customer. Offer that participation to Director.

Help Director participate with Customer. Probably, Director will not participate. One reason: Director has other priorities. But, you try. Reason: Director remains calm about your alliance with Customer.

Two new classifications: management and development.

Take risks in your e-mails.

You send an e-mail to customer. You do not know customer's response. Your e-mail is a risk. You have risks in your career. Take more risks in your career. Reasons:

~ you want to make progress.

~ /very probably/, customer will agree with your e-mail.

~ You /make/ deadlines.

~ You show initiative.

~ Company needs to grow. Therefore, Company needs your initiative.

Bumbler is afraid. Therefore, Bumbler does nothing.
Therefore, Company does not need Bumbler.

B. Support

Developer is more important

The project is important. However, Developer is more important. Prioritize Developer's feelings. Make Developer happy.

Bumbler to Developer: Get project done! Your emotions are /irrelevant/.

Developer is not an interruption

Bumbler views Developer as an interruption, so Bumbler will fail. He must stop looking at his wristwatch and acting like his other responsibilities are more important. They are not more important than Developer's needs.

Your primary role is to protect

Your primary role is to keep Developer away from problems.

Serve all coworkers

Have no qualms about the structure with whom you are serving. Have no hang-ups.

You support Developer

Jerk supports Director. Reason: Director is powerful. Jerk betrays Developer. Reason: Developer is not powerful.

However: You should handle this arrangement with care. If Developer was right, but she handled the whole matter wrong, be diplomatic. You must support Developer, because otherwise you will always be known as a traitor. No one can or will trust you.

Support your team

One of your primary roles is to support your team.

Help Coworker.

Do not help you. Instead, help Coworker. Then, you will help you.

"I will back you up"

You: I will back you up to Company. I am speaking for

your best interest. Ask me anything you said in a meeting and I will tell you. What I said will be consistent with what anyone else would say. I do not hold two lines.

Support Coworker when she is down

Jerk attacks Coworker when she is down.

Jerk: Everything Coworker does is wrong.

The reality is: Coworker will lift herself up and succeed.

And, Coworker will remember who supported her during her bad times. Support Coworker.

Developer will learn if you stand up for her or not

You to Developer: You can ask anyone in the meeting. I supported you. I tried to get coworkers to put the issues into perspective.

What are you doing to help the team

You are part of a team. The issue is not what needs to be done to satisfy your ego, but what can you do to help the team. Table your ego for a long time.

You think: I am helping the team.

Keep Director happy

Stay on the side of happy Director.

Focus on Director

Stay with Director.

Coworker, not you

Coworker is important, not you

As you are there...

You think: I am not important. Nobody cares about me. Coworker is important. And, she cares about this issue, so I will care about this issue. Everything else will become organized.

Enjoyment of Coworker over you

Get more enjoyment out of seeing Coworker happy than you being happy.

Do what Director wants

Do not do what you want to.

You can do many things. However: If you are not doing what Director wants, you are not doing anything.

Any assignment Director wants you to do, you will do that assignment.

Doing in other's best interest

Develop a reputation for doing what is in
Coworker's best interest.

Director's needs over yours

The issue is not what you are comfortable with.
The issue is what Director needs.

Read Director to see what she needs. Objectives
matter.

How can you help Coworker?

When Coworker calls, ask how you can help her.
You are always helping Coworker.

Seller is not right for Company.

You: If you wish, we can continue to talk
about this subject. But, I do not want to take
your valuable time.

"How can I help you?" no matter what.

Turn the conversation quickly to...

You: How can I help you?

You transition the conversation.

You shows service.

Let giving be your reward

Jerk: Please me all the time. Give me love, food,
and entertainment.

Notice Jerk's conversation. Jerk needs to be
pleased.

Instead, be rewarded by giving.

Living life for yourself gets boring

Do not live life for you. Reason: You are too dull.

What you are offering matters

The issue is what you offer, not the benefit to you.
Therefore, do not worry about what you are getting.
Focus on what Director is getting. Do not be
nervous! You can be wired, and have your
adrenaline rushing. However: You should only be
nervous if you do not have enough to offer. You
have a lot to offer.

Serving takes your mind off you

Serving is good, because you stop thinking about

you. You help Coworker.

Give your best resources to Company.

One reason: company pays you. Bumbler does little effort for Company. Company stops paying Bumbler.

She is getting, and you are getting

What is she getting, and what are you getting? She comes first.

Developer has more skills than you

Bumbler believes the following: You are better than Developer. Bumbler believes you can do Developer's /job, work/. And, you are better than Developer at this /work/. Bumbler is wrong. Developer has a role. You have a different role. Do not be repetitive. Your job is to help Developer.

Company's wealth is in developers, not money

Developers are Company's wealth. You have a wealth of excellent developers who will do incredible things for you.

You help Developer in many ways.

Value Coworker. Also, take time to appreciate Coworker.

Reference @: Drive and riches.

Care enough about Developer you are thinking of her

You are not simply thinking of yourself.

You think: I need to do that assignment for Developer.

C. Helping

Service obsessed, not power obsessed

Do not be obsessed with power. Be obsessed with service.

All about helping Developer

You help Developer. When you talk with Developer, talk about helping Developer. Talk little about her helping you. Developer likes to have you on her side -- fighting for her.

Becoming extinct

The traditional manager is becoming extinct. He is like a dinosaur.

Appear like you want to help, or a money grabber?

Do you appear like you want to help, or you are grubbing

for money?

Commitment

You are committed to Company

Be an outstanding contributor.

Be aware of all activities.

Care about Coworker. Protect Coworker from attacks. One reason: You hope for the following: Coworker protects you from attacks.

"Do not worry, because I am here."

Make confident statements like...

You: Do not worry, because I am here.

You are all about service

You are all about service. You are here to serve. Help Company.

Nobody provides better service

Your service should be so good, if you are turned down, you can

You: I hope you succeed.

Opportunity to serve well

The difference with you is, in your job you are looking at the opportunity to serve well.

Yes

Do not say no

Do not answer no to any request.

Bumbler: I will not do the project.

Bumbler said no, so Director is angry at him. Bumbler's refusal becomes the reason the project wasn't done. He ignores the difficulty of completing the project.

Instead...

You: Doing the project would be difficult. I believe we can do the project if we have different resources. Can we talk about how we can do this task?

Also, pepper your conversation with helpful statements.

You: I want to help you any way I can.

"I will do the project"

You: I will do Project.

"I will give my best"

You will give Director your best creation no matter

what.

Glad to do the project

"I am glad to do the project."

You: I am glad to do Project.

You are glad to do the project

Say you are glad to help. Showing reluctance is a big flag.

"I am proud to"

You: I am proud to help.

You take requests

Be understanding with requests

She comes to you unclear about what she wants. Know how understanding you will be. If she had the direction, she would not need you. Therefore, do not laugh, and do not treat with disdain.

Do not snicker at vague requests

Gladly accept vague requests. You are there to help, not to snicker.

Expect nothing

Earn the honor, but expect no honor

Get strong results. Then, you might get the honor.

Expect nothing

You work for everything you get. Bumbler did not, and he does not...

* appreciate the success

* know how to handle the success

Do not be selfish

Few things are worse in Company than being selfish. Be generous with your possessions, time, favors -- everything.

Help as a courtesy

Help as a courtesy.

Help Coworker complete Coworker's assignment

Coworker has a difficult assignment. Help

Coworker complete her assignment.

Little things mean a lot

Little things mean a lot. Example: Have a reputation as

Manager who cleans. Clean the restroom and kitchen after you use them.

Be conscientious about the little things. Example: Clean up a table you ate at. Cleaning will help your reputation when bigger issues arise. Regarding being served in a restaurant: Lots of "please" and "thank you" to the wait staff shows Coworker you have a sense of fairness, and you do not take advantage of service workers (such as waiters and cab drivers).

Help new Developer

New Developer is worried about everything. She has three significant occurrences in her job since she started there, and will obsess on each. Maybe she came in late her second day. She is angry at herself! Instead, ease her into a job.

You: I was bad at transitions. I was simply learning my way around, learning names, and I was nervous about everything. I am going to give you easy tasks for your first week, so you can understand Company.

If you put new Developer out on the high wire, her second day you may not learn what kind of Developer she is. Though you know, within a week you can see if she is effective or not. The problem is: Company is behind the eight ball by the time Developer comes in -- behind on assignments, etc. Therefore, low priority assignments go out the window.

D. Reliable

There when she needs you

The main reason you are there:

~ your high-mindedness is used to reach the goals.

~ you are there when she needs you. Director can rely on you. You can tell how much you are needed. Example: Director is forming a new plan. Make sure you are in that plan.

Be reliable

The reputation you want in Company: reliable. Reason: Director needs to understand your value. And, if you are reliable, Director will rely on you to be there for difficult assignments.

Coworker: We know we can count on Manager.
Good and bad to every option
There is good and bad to every option you will take.

Accessible

Be accessible

Do not hide behind voicemail. Bumbler says he does not want to talk with sellers. However: You can tell Seller the answer. Seller resolves the situation, and everything is fine. You reduce the number of calls.

Why be accessible?

The advantages to being accessible outweigh the problems. You answer questions. You make progress. You let Coworker make progress in her area. Do not be a bottleneck.

You will help

Bumbler: I will not help.
Say you will help.

E. Characteristics

Avoids problems

Serving avoids problems up front

Enjoy serving. Reason: You settle problems up front. You are serving Coworker. You are taking care of her. Do not worry about who is in charge here, because you are.

Service means not receiving as many phone calls

Developers are on the phone a lot, but the phone does not ring a lot.

Respond to those who call and get fewer calls

Also, if you do not take calls, you will get many of them.

No good deed goes unpunished

No good deed goes unpunished. Often, if you bend over backwards, going way out of your way, then Bad Director will expect this behavior, and what was extraordinary will be used against you.

Then, there will be no appreciation for your extra hours, and you will be cajoled to do other extraordinary acts. A pattern is starting here.

Punished for a good deed

You are helping Coworker. You expect a compliment. Instead, you get a crack.

06 Relating

A. Perception

How are you seen?

How are you seen?

Be your own product. Step back, and see how she sees you.

How does Coworker see you?

How do you think Coworker sees you? Are you accurate?

View yourself from outside looking in

View yourself from the outside looking in. How would she see you?

Can you see yourself as Coworker sees you?

Can you see yourself as Coworker sees you? You get clues from her. Often, off-hand statements give you the best indication.

Understand yourself.

You: Coworker believes I am stupid.

She perceives you as how you behave

You can get Coworker to believe you are the way you behave. She accepts the information you give about yourself. Be accurate and upbeat. She will not learn more.

Importance

Your reputation is serious business

Jerk tries to harm your reputation. If Jerk wins, he can lower your earnings. If your earnings are lower, you provide less help to your family. Therefore, his attempt is bad. Be angry, because his attempts have a negative impact on your family.

Money is simply...

~ paper

~ cheap metal

~ numbers on a bank statement.

What matters is what money does for your family and you. Money allows you to buy your way out of

various problems.

Assessments

An assessment becomes established

You cannot let this assessment stand. The problem is: Once Jerk has started on a road of accusation, his accusation can become a real threat. To protect his credibility, he cannot say...

Jerk: I should not make make accusations. Instead, Jerk makes big accusations about small problems you caused.

Do not take rash assessments to heart

Jerk makes snap judgments about you. For example...

Jerk: She is too weak.

Criticising is easy, and Jerk looks insightful.

However: These assessments are wrong at least 80% of the time! Often, we have seen the following: Coworker is given responsibility, and she is great. Unfortunately, Bad Director listens to coworkers who make snap judgments.

You are being graded

At some point, you will be graded.

Define yourself before Jerk defines you

Do not let Jerk define you.

Sized up fast

You are sized up quickly

You scan your room to know your audience. You size up Coworker immediately.

Anyone who is conversant and says he does not is:

~ repeatedly offending coworkers

~ talking about nothing except the weather

~ sizing up his audience

She sizes you up fast

She sizes you up fast. She will ask what you do, and she has a good idea already. Beforehand, determine what she will figure about you. If you do not like parts of you, change them.

One line

One thought in Jerk's mind

Jerk has only one opinion of you. Jerk's opinion will be negative. Jerk's opinion of you never changes. Solution: Minimize Jerk's opinion.

Line in Director's mind

Director puts one opinion in his mind. Try to make his opinion positive.

The best things get no statement

The best things get no statement. Two examples:

1. Your wardrobe
2. The cleanliness of your cubicle

Exaggeration

The right form of exaggeration

Coworker will exaggerate about you, so you want to be exaggerated about the right way. Reason: Coworker will exaggerate to make a point. Therefore, you get in at 7:00 am so coworkers say you get in at 6:30 am.

Go to extremes of good behavior because of exaggeration

Do not be left in a position where hit your point precisely. You need buffer room. Director will think your habit is 25% worse than your habit is. Let us say the start time is 9:00 am.
Director: Bumbler always arrives at least 9:20 am.
Bumbler: I come in before 9:00 am.
The reality is: Coworker comes in at 1 minute until 9:00 am, or sometimes right on 9:00 am. Even though he never came in close to as late at 9:20 am he will lose the argument, because he cannot say he is normally in at 8:30 am.

Figuring you out

Do not understand you

You can get to a point where he is confused.
Developer thinks: I have not determined what Manager wants.
There is nothing to determine. You simply want to get strong results for Company.

Director wants to know who and what you are

Director wants to know what way you are. Reason: He can manage you more easily.

What the world does not see about you

You see these patterns in your behavior, and you can make adjustments accordingly.

Learn from good Director. Director takes the best parts of himself and gives them for the world to see. And, he does not show his ruthless side. Director has was a public side to him, but Director needed to have what she needed.

Also, tell Coworker you learned how to be friendly Manager. There is no mystery here. You learned the best way to function in the professional world is to be friendly.

Ha! Jerk underestimated you

Show you are more than what Jerk thinks

Show yourself as more than 2-d, which is where Jerk put you.

You: I can separate out a coworker's real beliefs from the flurry of the moment.

Underestimating you

Be friendly, and Coworker will underestimate you more than he overestimates you.

B. Meeting

See: "Presentation" on page @

C. Communication

Setup

Conversation requires giving

Conversation is difficult. Give Coworker information. Reason: She will give you information. When Coworker asks you probing questions about your past job, making non-statements is easy, but non-statements will not keep Coworker's attention. Therefore, be somewhat revealing. The trick is to give information and still say nothing bad.

The way: Maybe use perspective. You explain Coworker's position for her.

You: You felt this way, so you made a change.

Well structured conversational speech

Organize what you will say. Your statement will come out conversationally, but well structured.

Do not speak for your own pleasure

Do not speak for your own pleasure. Think for pleasure.

Know what other wants to achieve

Through casual conversation, you can learn what Coworker wants to achieve. Store that information. Then, help Coworker achieve. If she gives you problems, stop helping her for a while.

The power of language

Director does not realize the huge power he has over Coworker. Director can make one statement and change Coworker's beliefs. Director should say a compliment.

Connecting is the goal**Want Coworker to identify**

Identification is key with Director. The more she identifies, the faster you convince her.

Stumbling blocks**What is sensitive to Coworker?**

Coworker is sensitive about a subject. Probably, she is insecure about the subject. If she is confident about the subject, you can joke with her about the subject.

You do not know what Coworker will be touchy about

Coworker is touchy about things, and you never know what. Example: If she has a purse, do not pick her purse up and give the purse to her. Instead, you have two choices:
1. Point out the purse for her.
2. You: Do you want me to get your purse for you?
Show you do not touch a person's items.

Access**Avoid voice mail**

You can throw all your calls to voice mail. However: You will miss a call where Seller has a great opportunity for you. Example: Seller may have a low price for one day only.

Jerk: I like Seller.

Then, Jerk avoids Seller. Following is why you should talk with Seller;

- 1) Seller has ideas.
- 2) Seller could make an offer to prove her value.
- 3) You show Director you are getting new ideas from Seller.

Jerk does not want to talk with you

You have the clear impression Jerk wants to communicate with you very little. Director knows Jerk is reclusive. Good.

Do not be afraid of Jerk. You will not be fired because you talked with him. Instead, you will be secretly honored as Manager who confronts Jerk. When you talk with Jerk and he is too busy for you, simply stand there and make sure you cover what you need to. Ignore his complaints.

Need direct access to Director

If you want Director to approve, you need direct access to Director. However, Jerk blocks your path. Jerk pretends to have power.

Communicating through food

The way to almost anyone is through food. Food is a basic desire. What other pleasures can you give Coworker?

- ~ look attractive.
- ~ have great humor.
- ~ converse.

You have reliable industry knowledge. Good. Determine what knowledge you will give Coworker in the future for her time. Focus on giving Coworker valuable knowledge.

Start

"Do you have time to talk?"

You: Do you have the time to talk?

"I must talk about this subject first"

You: Forgive me, I am sorry. I must talk about this subject first, because the deadline is near. Can we talk about the other subject

later? I want to hear your thoughts.
Make sure you ask later. You will
remember to. Reason: You put Coworker
first.

Addressing

"You folks"

You: You folks.

Sir and ma'am

Come in under, not over. Lots of
“sir” and “ma'am.” In fact, you are
serving all coworkers, so do not get
snooty.

Communication

How to discuss

Listen

Importance of listening

When you are on an airplane talking
with a stranger, do you talk more or
listen more? Be honest. If you listen
more, you are a marketer. You are
soaking things in. You can learn ~
how an air conditioning system
operates
~ how to provide refrigeration in a
backward country
~ From cabbies, you learn
geopolitical things.
They know things you do not. They
have time to think about things.
They have a freedom of thought you
might not have.

Coworkers can never have two
emotions at once. If she is mad,
make her laugh. She cannot stay
mad.

Listen

Listen. Listening is hard. Therefore,
take notes as you listen. Reason:
Taking notes forces you to pay
attention. You will win if you listen.

You are always glad to listen

Show you are not afraid to hear what Jerk has to say. Ask him to tell you where his thoughts are at. Jerk is boxed in.

1) He is too cowardly to tell you what he says to coworkers.

Therefore, he attacks in a deceitful way.

2) If he does tell his evil thoughts, you are forewarned. You tell Developer what Jerk is up to, and the alarms will begin sounding.

If you were not listening, repeat

Coworker has made a statement.

Unfortunately, you were not paying attention. You did not pick up what Coworker said. You can turn your mistake into a great situation.

Remember an important word she said, because she emphasized that word. "...We progress..." your memory banks recall Coworker saying (though most else is lost).

You: We progress.

Then, be quiet. Probably, she will rephrase her point -- reiterate her point for you. She believes you are connecting with her point.

Pay attention**Stay attentive**

Stay sharp in conversation in order to give a reasoned, intelligent response.

Notice not paying attention

Read Coworker when she is no longer focused on what you are saying.

Close eyes to concentrate

If you must, close your eyes in conversation in order to concentrate.

Diagnose what is being done

Conversation not to you but to retelling later

Jerk talks with you, and he is aiming what he says back much less at you, and more at Director he will relate this story to later. Later, he talks with Director...

Jerk to Director: I told Manager we do not do those activities here. I did what you said.

Listen to Coworker

Think about Coworker's statement.
/Factor, incorporate, mix/
Coworker's statement into your plans.

Rhythm in conversation

Manage the conversation.

1. Choose interesting topics.
2. Remember Coworker's opinion.
3. Use Coworker's opinions in the conversation.
4. Transition to topics that make progress.
5. Ask questions to Coworker.
6. Make short statements.
7. Learn Coworker's beliefs on a topic.
8. Be attentive.
9. Take notes in your mind.
10. Avoid controversial subjects.
11. Control your statements.
12. Be careful.
13. /Perpetuate/ the conversation.
Offer new topics. /Branch from, derivate/ from the current discussion.
And, find new topics.

346. Do not be deep when Coworker is not.

/Write about this/

Take deep breaths...flow

If your voice is cracking because you

are getting emotional, stop. Take some deep breaths. You will certainly have Coworker's attention.

Use the same sentence structure in your reply

Take the same sentence structure in your reply as is given in the statement made to you.

-- Rhythm to make point better.

She might take your cue

Often, she takes your cue. If you are promotional, she is promotional. If you are down to earth, she is down to earth.

Tone

Tone

You: Yes!

Your "what is the problem now?"

tone can say what you want to without saying what you want to. If she implies...

Coworker: Am I bothering you too much?

You: No. I am glad to help you.

Tone is important

Tone is important.

There is freedom in tone

Your only possible freedom is with your tone. However: Be subtle about your tone. When he rebuffs your volunteering to assist...

You: I apologize for asking.

Tone makes all the difference. Jerk can complain about you and accurately recall what you say. But, he cannot strike the same tone. Jerk exaggerates, and Jerk appears bad.

You: I said [without emotion], "I apologize for asking."

What your thoughts are is meaningless. What counts are your words and your actions. You think Jerk is a jerk. Good.

Jerk wants to criticize you for not calling him what he is. In words and in deed you were nice indeed. There are few places for him to go in the game. Your thoughts are your last bastion of freedom.

See if Director agrees with a hesitant tone

You request, and Director approves. Check Director's voice tone. If Director is hesitant...

You 1: Is my request all right?

You 2: Do you understand what I am getting at?

Know when to be serious

Knowing when to be serious.

No reason for tone to get sharp

If Coworker's tone is getting sharp or straight...

You: Is there a problem?

Do not have a questioning tone

Get that question out of the tone in your voice.

Bumbler to you: We can answer your request...if you really want that request?

Bumbler will hang up the phone and say...

Bumbler: Manager is an idiot.

If nothing must be resolved that moment, shelve the issue. You did enough for one day. Let passions cool, and you encourage sanity to return.

If Jerk speaks against your tone, he is

in trouble

Jerk is on shaky ground when he reaches for your tone.

Jerk: Manager was belligerent.

Make your response dismissive.

Imply: Jerk is only proving the weakness of his point. Jerks insults because he knows there are big holes.

/Discern/ the conversation's tone.

/Adopt/ the tone. If coworker is /jolly/, then you are /jolly/. If coworker is serious, then you are serious.

Too smooth

Do not be too correct all the time

~ goes too far with correct behavior.

Deceiver is too correct. Therefore, do not try to be perfect all the time.

Jerk...

~ believes he is better than

Developer.

~ holds a grudge. He has a sour demeanor.

~ is indignant about Company's methods, and therefore does not participate.

Do not be too smooth

Deceiver is quick with the smooth answers, after awhile Good Director will conclude Deceiver is a smoothie. Deceiver shows how well he slides the blame off. Deceiver made a mistake, but he convinces Coworker Deceiver did not make a mistake. Deceiver bashes Coworker with his side of the story, when common sense knows Deceiver was wrong.

Avoid sincerity overload

Deceiver is too sincere. He has sincerity overload.

Non-verbal communication

The look says everything

You can say just as much with a look as anything else. You can get across what you want to say, and you do not have to speak. Even if Jerk tries to drag your feelings out of you. Your look can convey this message...

You: And, your opinion is meaningless.

Jerk: What was your look?

You: I am sorry, did I make a look?

347. About nonverbal communication

/Write about the silent conversation.

Nonverbal communication./

Look says everything

The look on Director's face says everything. Her tone on the telephone tells you about a third of what she is thinking.

What need not be spoken

Jerk's acts become obvious. They need not be analyzed or discussed. If you do, you...

~ tip your conclusions

~ reveal what you thinking

~ reduce your maneuverability

Clearly, you think Jerk is a jerk. Too much of the world wants you to speak what need not be spoken.

However: They do not want to be the ones to say Jerk is a jerk.

Commit to cutting back 30% on stating the obvious, and devote that time to...

You think: What do we do about the situation?

Body language

Facial expressions

Body language

Communicate by action

Actions

You communicate without using words.

For example: Your silence is communication. Also, your eyes communicate. Bumbler missed the meeting. Bumbler communicated a message.

Bumbler's message: I do not care about the meeting.

Your clothes communicate. Make everything communicate effectively.

Indicators

The tells in conversation

Do not ignore the indicators in conversation. The parameters in a company are limited. Easily, you can determine what Coworker is about.

Be like a national talk show host: friendly, engaging, and opinionated.
However: Not on the wild extremes.

Coworker assesses your reaction

Coworker detects your reaction

Coworker tells you information. Coworker appears to ignore your reaction, but watch her closely. She focuses a little more on you. Therefore, Coworker is learning your reaction, and she will use your reaction.

You and Coworker discuss a new topic. Company has not

established a policy about this topic. Coworker assesses your view. Probably, she does assesses your view quietly. For example, Coworker looks at you slightly longer than usual. Or, she remains silent, because she wants you to talk more about the topic. Coworker thinks: I should listen to Manager and remember Manager's view. Your view could change Coworker's view. Your view will change Coworker's statements about the topic. If you are /against, negative/ the topic, Coworker will not speak enthusiastically about the topic. However, she might feel enthusiastic, and you will learn her actual feelings later.

Saying your name means weight

When she says your name in conversation, beware. She is having serious thoughts.

Discerning beliefs from phone and e-mail

- ~ Body language
- ~ Phone clues
- ~ Because you have experience with coworker, you know she will be this type of coworker.

What she is getting at

Can you take a hint?

Can you take a hint?

Said differently: "Please do not repeat your statement"

Coworker: You told me

about that subject.

Implies: Please do not tell me again.

"I got the impression"

You: I got the impression you wanted to go.

Much of life is not right there on the surface. Is not clear. Therefore, use your impressions.

Value candor

Admire candor, and reward candor by keeping silent.

Interruptions

Discussion interruption

You speak and she tries to interrupt.

End what you are saying quickly.

Reason: She has stopped listening to you and is waiting to say what she wants to say.

If you interrupt Coworker, go back to her subject

If you interrupt Coworker's story, go back to the story.

Revisit what you did not appreciate well enough

Coworker says an important statement, but you did not properly acknowledge her statement.

Coworker thinks: Manager did not care about my statement.

Therefore, revisit the statement later.

You: Your statement did not sink in with me at the time you were speaking.

What to discuss

Toward Coworker

Coworker said an important statement

Coworker said a statement.
Therefore, Coworker's statement is important to her. Otherwise, there about 50 other things Coworker could talk about, but she did not talk about them. First, be glad for the subjects she did not talk about. There were subjects you worried about. Likewise, remember the telling omission.

Coworker keeps raising a subject

You know Coworker is stewing over a subject because she keeps raising the subject.

Thinking about the subject because referring to the subject

You know she has been thinking about a subject when she refers back to the subject later in the conversation.

The subject will come up again. Be prepared to give an effective answer.
You: I am glad you spoke about that subject.

Likewise, if you make a point and Coworker immediately moves onto a different subject, you can figure she did not find your point important, and she was simply waiting you out. However: If Coworker asks a question about the subject, the subject is important to her.

Also, stop talking about controversial things with you in order to get a read on what she believes.

1. You might not get an accurate

read.

2. You: I made a mistake.

Therefore, I am worried and asking.

Show your mind is on other things.

Be strong, and you can reduce the controversy.

Talk about Coworker's favorite subject

If you determine which subject is important to Coworker. Then, discuss that subject with Coworker.

~ family

~ sports

~ work

~ new technology

You learn things from each coworker who talks. Reason: If the subject is important to Coworker, she has given those subjects thought and study.

In the conversation with Coworker, talk about her

Coworker likes to be connected conversationally. Talk about Coworker's subjects. Coworker sees her subjects as her livelihood. She can conclude you are safe and supportive, and you can be trusted in other situations. She is concluding correctly.

Keep the subject on what Coworker wants

Do not switch subjects to what you want. Switching subjects is insulting to Coworker. If you must, at least make some acknowledgment of what she said.

You: I am sorry. I need to change the subject.

React to her statement

Reacting shows you are listening -- not just waiting for Coworker to finish talking.

Do not scoff at storytelling

Coworker is telling a story. This story makes Coworker happy.
Example: Coworker tells about her personal life. Pay close attention! Enjoy her story, too. Try hard. Be connected. Remember her story. Later, speak about her story. She will enjoy having the memory reawakened, and you will spread joy.

Acknowledge Coworker's story

Do not jump right into your own story. Acknowledge Coworker's story.
Acknowledging is therapeutic for her.

The yearning for acknowledgment

After Coworker says a statement, do not ignore her statement. Coworker wants...
~ a response
~ an enlightenment
~ a laugh
~ another question
~ some real acknowledgment
You disappoint Coworker when you change the subject.

Coworker had a laugh over a funny story. Coworker shared her story with you. After Coworker speaks, acknowledge her story. Later, acknowledge her story again.

You: I was thinking about what you told me earlier.
Your story is funny.

Move the conversation to Coworker

Coworker tells you a statement. Later, say the statement to her.
You: As you said some time ago...

Coworker agrees with her statement.
Build on Coworker's statement to make your own point and give your own direction. She might say...
Coworker: You misunderstood everything I told you.
However: Coworker will have a smile on her face, and you will get your way. One reason: You remembered what she said.

Then, you need to talk about you.
Talk about you for 30 seconds, then change the subject. Talk about Coworker

Here are other statements:
You: I learned that wisdom from you.
You: As the great [her name] said... Say a statement Coworker said earlier. She cannot refuse. By her own words, Coworker said...

Be sensitive to what Coworker is sensitive about

Coworker is under siege with different subjects. She is sensitive. Do not think otherwise. As a group, you will see more universality in this area. The group sticks together.

The quick calling up of what would/would not interest her

When you are talking with Coworker and you have a story, quickly think about your story.
You think: Would Coworker be interested in that story?

On Coworker's terms

There are dozens of ways of replying. However: Use phrases important to Coworker. Explain a

new idea three different ways to
three different coworkers.

Lots of "you"

When your phone conversation says
"you" to Coworker a lot, she wants
to listen.

You: You told me...

You: You are the one who...

If you say "I" a lot, she can take a
break. Glaze over. Think about
other things.

Be clear

Director does not need weasel talk

Director is fed up with fancy talk.

Jerk: My presentation will last for
one minute.

Then, Jerk speaks for 15 minutes.

Jerk, later: I meant my introduction
would only take 15 minutes. I spoke
for 14 minutes on the remainder.

Do not be like Jerk. Reasons:

1. You will develop a reputation as
talking your way out of problems
you caused, and Coworker will have
to be on her guard.

2. You are not going to address the
core problem: Why was your
presentation 14 minutes too long? If
you are not

a) acknowledging problems

b) solving problems

You are not growing.

3. You are deluding yourself, and
you pride yourself on being
impossible to delude. You are big
enough to admit your mistake to
yourself, so be big enough to admit
your mistake to Coworker.

Coworker will believe progress is
coming.

Be clear about intentions

Be as clear as you can about your

intentions.

Clarify your points

Give almost as good as you get.
Stand your ground and clarify your points. However: Do not believe you need to win, because nobody does. Therefore, once you made your points and you are about to repeat yourself...

You: I would only be repeating myself.

Reasons you speak once:

1. You do not want to get off your message. If you introduce another reason...

You: Besides, you do not pay me much.

Then, you risk that reason being a bad one and Jerk jumping on that reason. That reason would become your controlling reason.

2. One good reason remains. Your one rationale must be considered.

3. You show you have confidence in your one reason, and you are not going to lose sleep.

No misconstruing the point

Do not allow Jerk to misconstrue the point. You get straight, super serious, and determined to make progress.

Keep your presentation short

Summarize in a few memorable sentences.

"What I am getting at is..."

You: What I am getting at is...

When talking about Coworker

Promotional or neutral statements

In meetings with Director, your statements about Coworker are always either promotional or neutral. You betray Coworker if you complain about her to Director.

Jerk does complain about Coworker.
He demonstrates a capacity to
complain about coworkers.
Therefore: Jerk is not trusted.
Director thinks: Jerk complains
about Coworker. He must say bad
things about me.

Why Jerk criticizes

Jerk criticizes to survive in
Company. Criticizing is a key part
of his modus operandi.

What Good Director thinks about Jerk

Good Director does not pay
attention. She does not care. She
gets her evidence from other
occurrences, and she is set.

Also, Director should see the
following: Jerk is unable to handle
himself in a tense situation with
whomever Director answers to.
And, those meetings will come up.

stopppping

Promote Coworker to Director

Promote Coworker. When you are
in a meeting with Director, talk
positively about teammates. Jerk
criticizes Developer. Later,
Developer will retaliate.
Seller: You said he is
disorganized/been busy lately.
The best thing from the other side is
to say...

You: I promise I will not use this
information. I am simply trying to
understand.

If you believe everything is breaking
down over there. Often, she will be
honest with you. Reason: She is
anxious to tell. And, you do not use
her information, except as a
confirmation to you. You look for
another way of getting your point

across. Show some other evidence.

No talking behind backs

Only have discussions Coworker can know about.

Anything you tell anyone else you would tell Jerk directly. In fact, you will communicate using e-mail, so anything you write would be there for review. Probably, Jerk hides behind phone calls. Reason: Jerk can deny or temper, or rephrase his words. He hides in this gray area.

Only an insecure coward would do behind the back maneuvering.

Do not be so pointed.

Awkward reluctance to speak about Jerk

Show an awkward reluctance to talk about Jerk. Be awkward. Even with Director, you are reluctant. Even say so. You will get a reputation as Manager who does not shoot his mouth off.

Talk up your family

Never talk down about your family to anyone in Company -- especially Director. She will rightly assume you talk down about her to your family.

Defend Coworker when she is not there

When you defend Coworker while she is not there, your respect goes up. As long as Director knows you would not say anything about the encounter, he now knows you will be fair with Director -- and defend him - - if a behind the back discussion starts about him.

"What do you like about Coworker?"

Jerk is always negative about Coworker. That talk becomes a virus quickly. Show you are not playing.

You: What do you like about Coworker?

Jerk cannot say nice things. He wants you to come around with little bits of scoop, and you end up saying negative news about anybody.

Secrets

Do not tell secrets

If he is pressing you for information about Coworker, say the following:

You: What you tell me stays with me. Therefore, I treat her the same way.

No secrets are kept

Coworkers tell each other things. Anything you say can get out. You told Coworker a secret, and Coworker tells your secret to others. When you give Coworker this information, you are giving her value.

Aspects:

- 1) Your secret adds to Coworker's overall knowledge about Company.
 - 2) Your secret gives Coworker's information to give someone else.
- There is a tiny rush to spreading information.

Stupid stuff

Mistakes in conversation

348. Slips of the tongue.

/write about this./

Saying a stupid remark

Coworker says a stupid remark. Help Coworker

recover from her mistake.
Reason: You and Coworker
are teammates.

349. *Saying the wrong thing*
You can open
yourself up by saying
things the wrong way.
/What to do?/

***Recovering from saying
stupid things***

Coworker believes
you are good, and
then you say a stupid
remark. You have
said many stupid
things. The prospect
has treated you with
scorn because of
some off-handed
statement you made.
Here is how to
recover:
You: I apologize. I
was just talking.
What I said is not
what I believe.

You are in a bad
situation. However:
Do not deflect. Do
not bring up past
mistakes Coworker
made. Simply be
humble and take the
punishment. Trying
to deliver a
punishment back will
only make things
worse.

You say a stupid
remark to Coworker,
and Coworker rejects
you.
You: I regretted my

statement as I said my statement. I am sorry. That statement is not what I meant. I will not say what I meant, because I have already made mistakes.

On-the-spot recovery

You are in the middle of a conversation with Jerk and you suddenly realize you said a stupid remark, and Jerk will tell your statement to Coworker.

Option 1:

Ask Jerk to not tell anyone your secret.

You: I was speaking off the record.

Jerk will agree, but then he will tell Coworker.

You: Do not tell anyone I told you this information, but...

Also, you will tip Jerk off he has gossip. He might not have understood what he had before, but now he does.

Add in positive statements. These statements help to mute the situation.

You: I think Other Department is outstanding. Other Department works well under trying circumstances.

Other Department Manager brings the thing back to you.

You: I was speaking up for Other Department. I said, "--

---."

Probably, Jerk did not convey your positive statements to Other Department Manager, and if she goes back to him, Jerk looks like a jerk for not conveying the positive part. As part of the team, he should have. Reason: He should participate rather than be a rotten gossip.

Bring up "controversial pop culture subjects," such as a celebrity capital crime in the news nobody would think to bring in. Artfully weave these in to expand your point about what you said a moment ago.

You: Company works with larger companies, and Company has to respond - even if Company does not have the budget. This situation is similar to [the celebrity case]. Look at what they are going through. Then, if Jerk tells your stupid statement to Other Department Manager, you can say, accurately, you were discussing the celebrity case.

You: Did Jerk speak about the celebrity case?

No. Probably, he did not convey that part of the conversation, because that part was not as good as the gossip.

You: Probably, Jerk says I am comparing Other Department to [the accused celebrity felon]. Then,

obviously I communicated poorly.

Do not slip up

Jerk will look for a slipup on your part. You make a mistake, so he can defeat you. Use your communication with Jerk as mental exercise. Learn how you can have a long conversation with Jerk and give him nothing.

Irresponsible language

See also 'Well structured conversational speech,' page @.

Drop irresponsible words

You want to relate to Coworker. Mostly, you have words. Replace words in your vocabulary. Example: Do not say a Coworker is a "guy who called," or a "gal."

Jerk speaks in a demeaning manner. You lose out immediately. Consider: A group fighting for a position is always re-identifying itself, and rejecting terms Coworker said a few years previous.

Be careful with your words

Be careful with what you say, and where you speak. Jerk openly complains about Director. However: You are much better off -- if you want to make a point -- to expand your statement to Coworker. The one you spilled your guts to might have an ulterior motive. Or if there is a crunch, Jerk will retell this

information you confided to him.

Political correctness

The idea of political correctness immediately sends Coworker to extremes, and Coworker is wrong.

Have the strength to not fall into traps on either side, and find a balance. .

Imply: What is your stance?

Understand what is being said. You have the right to be comfortable where you are. When you are 85% of the population, you can find places where you are comfortable. When you are not the 85%, you want Coworkers to focus on other matters. We are all coworkers. We have our aches, pains and hopes. We are equal.

Then, the response comes:

You: I have a problem with Jerk trying to take advantage. Often, Jerk gets offended.

Speak carefully

Reason: Your statements can hurt you.

Bad language

Hesitate to use bad language

Demonstrate a hesitancy to use bad language.

Avoid innuendo

Resist innuendo. Be 30% cleaner than most coworkers.

Dull stories

Be careful about your stories about you

The information you give about you is most receptive to Jerk. Reason: Jerk seeks bad information about you. Be accurate and upbeat. Jerk will not research past your statement.

Skip the storytelling

Coworker complains to you about a subject. Do not respond with your own story or cite a similar situation. Coworker does not want to hear your story. She wants to talk about her problem.

Do not bore Coworker with long stories

When you say to Coworker...
You: That story is too lengthy. I will not bore you. Look at Coworker's face. She has gratitude. Coworker thinks: Thank you for not boring me!

Keep your stories short

Tell short stories. The listener is happy if your story gets to the point fast.

Also, commuting is about the only adventure in your life. However: So many coworkers tell driving and mass transit stories. Coworker's story must be good to hold people's attention.

"To make a long story short"

You: To make a long story short.

Talking too long

Realize when Coworker wants

you to stop talking

In a short time, Coworker stops listening to you and is quietly saying to herself...

Coworker: Stop speaking! Check yourself every time you say...

You: And, another thing. You talk too much. You reduced the value of all those things. If you wanted to get all the points in you should have spent less time on the first ones.

Getting a long talker to stop

The best way to break a long talker is to ask one question like: You: When did you first meet Coworker?

Now, you gave your involvement -- in fact you asked a question, so maybe you can change the subject.

Careful talk**Speak slowly and hesitantly**

There is nothing wrong with speaking slowly and hesitantly. The sincerity comes through. Nobody will call you slick. Also, Director prefers you. Reason: You speak thoughtfully. Good Director does not want Manager who only says what she wants to hear.

Weigh what you say, speaking slowly

Speak with thoughtfulness, weighing what you are saying. Being careful shows you are listening and you care about the whole situation.

Watch what you say

Anything you say can and will be used against you...for years. Therefore, watch what you say at all times.

Balance your statements

Balance your statements.

You: I think you did excellent on part of the assignment.

Be cautious about bad plans

Support good plans.

You to Director: I like this plan.

Bumbler tells you a bad plan. Remain silent about your assessment of Bumbler's bad plan. Director will know you dislike the plan because you are not speaking about the plan. Your silence shows your disapproval.

Bumbler: Do you like my idea?

You: We should examine all of our opinions.

Director: I need more choices.

Bumbler's idea loses momentum.

The activity does not affect you.**Therefore, stay quiet**

Director tells you about a new activity in Company. You dislike this activity. However, this activity does not affect you. Do not complain about this activity.

Reason: The activity does not affect you.

Director to you: Is this activity good?

You: Company knows more than me. Why did Company decide to do this new activity?

Director explains Company's strategy. Therefore, Director thinks about Company. Now, Director does not want your opinion.

Some coworkers are affected by the new activity. Let those coworkers give their opinions.

Saying nothing for 20 minutes**Talk about non-things**

Talk about non-things. Reason: Jerk

will not notice you said nothing negative about Coworker. Jerk feels safe around you, and you get what you crave -- the inside scoop. Coworker knows you will retain her information, so she tells you. Therefore, you get what you want by indicating the information is not important to you.

Filling the empty space with nothing

Universal:

You: There is no shortage of thoughts in this company.

You are saying nothing...filling the empty space.

Discuss general topics.

The term is 'general topics.'

General topics are not office topics.

Here are examples of general topics:

1. Road construction
2. Whether
3. television

Be good at discussing general topics.

Reasons: You avoid controversial office topics. You extend the conversation. You avoid awkward silence. You /withhold/ your opinion about office subjects. You show the following: you know general topics. "Director sees your good qualities, director trusts you in meetings. You reduce everyone's stress. You reduce the tension. Everyone becomes calmer. Coworker becomes happy. Reason: Coworker talks about traffic. Traffic discussions make Coworker happy. Coworker likes traffic discussions.

Uplift through small talk

Probably, do not use the conversation to say an observation you have. More often, the conversation is an opportunity to

encourage her.

Small talk...

You: Is anyone doing anything coming up?

Conversation subjects: is anyone doing anything coming up?

Speak, but say nothing

Speak volumes without saying anything.

Tell Coworker a delightful story

Bumbler tells Coworker a story.

This story delights Bumbler.

However, Coworker is bored.

Coworker does not care about you.

Therefore, tell Coworker a delightful story.

Minimize your kibitzing at first

Jerk does not lift a finger. However:

You cannot determine how to become one of those lucky few.

Instead, be productive. Therefore:

Kibitz little. Do enough to make you likeable. Also, make sure your conversations are on Coworker, and not you. Coworker is the subject, not you. Reason: Coworker will give the talk 3x more impact than if you are going on about yourself.

Therefore, you get more out of your minutes. You care about Coworker, and caring is better.

There is not a magic formula. A magic formula makes each coworker able to...

~ sit around

~ do nothing

~ collect big paychecks

~ have Company grow.

Instead, keep your value up, so when the cuts come, firing you is painful.

Director will give a raise to a manager he likes. However: With the A-bomb -- losing Developer -- he will finally assess the value. If not, you have plenty of value you can take into the job market.

Keep conversation going and lively. You are trying to keep the conversation going and lively, and replete with exchanges. Example: Coworker speaks and you cut her off, fix your mistake.
You: I am sorry, what were you saying?

Otherwise, you prevented Coworker from saying her thought, and she finds the conversation frustrating.

Keep the conversation going

This skill will serve you throughout life. Keeping the conversation going will give you more access to coworkers. To increase your skills, watch different TV shows, etc. Store that information.

No dramatic stances

No posturing or grandstanding

Jerk postures and grandstands. He jumps around and takes things the wrong way.

Jerk is looking to gain advantage at your expense, and get "so offended" at the drop of a hat. Solution: Avoid Jerk. Make little or no small talk with him. The problem is: Jerk does not know when and where to quit. Except with Director, where he allows everything. Probably, you will not be singled out for attack by Jerk, though he will want to.

No movie scenes

Any movie scene should not be repeated in Company.

No conflicts

A successful career has as few conflicts as possible. Reason: If you try to win any conflicts, you will lose. If not now, you will lose seven years from now. Reason: You defeated Jerk, and Jerk wants to get revenge. You may not even know Jerk got revenge on you.

Resign yourself. Give up on the fight. If you give up, you are not showing Jerk you lost, or your point is bad. You are saying...

You: I am a friend, not a fighter.

You: You made your point.

Then, you change the subject, or take the conversation to the next level.

Company wants to see you participating, no matter what.

You are not confrontational. You would do anything rather than have a confrontation. You are pleasant, pleasing, and service minded. But, you must resolve this issue. Reason: The problem keeps those good things from happening correctly.

Avoid an argument. One reason: you get additional time. Think about your reasons. Strengthen your reasons.

Getting the difficult across

"For lack of a better word"

You: For lack of a better word.

Say you used the wrong word in conversation, or you said your statement wrong.

"I said my statement in a good-spirited way"

You: I said my statement in a good spirited way. My statement did not come across that way?

Jerk is boxed in.

Jerk: No, your statement did not.

You originally said your statement well, so Jerk is insulting you. Often, your statement will give Jerk the opportunity to get on a soapbox about all the problems around here. Still, Jerk gave you a bad answer.

Therefore, Jerk cannot take any good spirited conversation. Give a flat "Yes" and try to think about a different subject.

Deflecting and stonewalling

Changing the subject

You: Coworkers have started talking about similar subjects, and... There is back and forth on the subject. Let us talk about a different subject.

You are not technical. You cannot answer that question

You are better off saying...

You: I get a little shaky here, because I am not technical.

Do not plow ahead and make a mistake. If you only heard a term used two or three times, you may say the term incorrectly in conversation. You will lose your audience in no time flat. Jerk will run away from you, laughing about the improper use. You did Jerk a favor by making him believe he is knowledgeable. However: You hurt yourself in the process.

Not delivering all answers at once

We will learn the answers later.

Say do not know, then help

Coworker asks you a question. If you do not know the answer, say so. Then, say a related statement. Often, the conversation will change to your statement.

Defuse

The key is to defuse rather than ignite.

Redirecting the redirect

When a tough meeting is coming, there will be an

attempt to turn attention onto you. Solution: A few days prior to the meeting, say this:

You to Jerk: Do you have the information you need for this meeting?

Note: Probably, the information will not help. Just as a winning boxer also gets battered, you will have injuries.

Turn the dysfunction away from you

Make yourself a poor target and Jerks will naturally turn other directions -- perhaps against each other.

Let the messed up company turn its dysfunction into itself. Jerk accuses you of an action you did not do. Avoid this situation. Jerk goes to Director and accuses you.

Jerk: Manager is too aggressive in going after Prospects.

This topic is subjective. You are only going to get into hot water.

You: I hope you will come with me to see how I go after prospects, and I request your advice. As for what Jerk said, I hope we will all three sit down and discuss the subject.

Director: I understand Jerk's statement, so discussion is not necessary. What do you say to what he says?

You: I believe I am doing well.

Director: Jerk's statement concerns me.

[Here is a feint: Director is making his concern more serious to get more out of you.] Do you want to say more?

You: No, because I would repeat myself. I hope you join us. Coming together would be worthwhile, I think.

Your statement puts Director into some different positions. You now have your solution: Until Director comes out and sees for herself, she should either give you the benefit of the doubt (because you are great), or she should not draw a conclusion.

Damaged Company would have a difficult time with this exchange...

Jerk: How did Manager respond?

Director: Manager did not say anything.

The issue is wide open.

~ Your behavior cannot be characterized.

~ You are left open to give whatever characterization you want later on.

~ You give yourself insurance

~ The basis of information has to stay with the accuser, and Jerk has a lousy reputation.

Your non-reply plus his bad reputation equals a stale mate (at worst), so you win.

Clever

Nonverbal agreeing when you do not want to do the project

The hold your breath eyes a little bugged out response.

Imply: You gave this order, and I will obey your order.

Pretend you did not hear

Pretend like you did not hear Jerk's statement. Or, Jerk's statement went right through you.

Consider the time

"Therefore, we discuss this subject now"

Various statements you can make:

This topic is a problem. You are correct. Therefore, we discuss this project now."

"I chose to do the project this way, but that way is fine."

"That problem is easy to solve."

"Do not worry about that problem. I hear what you are saying. I will fix the assignment and show the assignment to you again."

"You are in the editor's mode. Tell me what is going on, and I will rewrite or whatever is

needed."

"Tell me what solution you are looking for, and I will do that solution for you."

"Showing this assignment to you now keeps the process going. I do not want to go for two weeks down the wrong road."

"I am holding your grandmother down in the car. Therefore, you do like this assignment?"

"I will finish this assignment quickly."

Minimize Director's effort. Director believes she needs to labor over this assignment, so she will be annoyed. Clouds of doom begin forming over your copy. Therefore: Put the responsibility on you.

The deadline is in charge

Speak to the deadline. Your obligation is to the deadline.

You want to continue. Jerk wants to stop.

Example: If Director is under a deadline, Director's deadline is good for you. You write an advertisement.

Director: Project is not everything I hoped for. But, I guess we can make these changes and get Project done.

Then, Project is produced, and the salespeople like Project. All the early criticisms stop. However: If deadlines are not important, probably, he will always criticize your projects.

Can we have a calm discussion

Here is one way to deal with a person who perpetually becomes angry.

You: Can we have a quiet discussion about this topic?

Jerk: Yes.

You lay down the rules early. When Jerk starts yelling...

You: I asked you if we could have a quiet discussion about this topic, and you agreed. What is your stance on this topic?

Defusing with humor

Reference "humor" on page @.

Defusing with humor.

Cornering

Cornering in conversation

If you are trapping Jerk, be careful about what you say. Jerk is looking for a way to punch holes in your argument. Therefore, he can go off on a tirade. Or, Jerk can turn the tables on you.

Paint you into corner

Make your point while still giving yourself escape hatches.

Jerk: What is your point?

You: My statement is simply information for you."

Jerk wants to paint you into corners. Then, you are pegged. Do not let Jerk paint you into corners. Stick to the information. You are simply stating the information.

Relevance

Is that issue relevant?

Study side issues. Why would you want that issue?

Keep Jerk on the subject

Jerk will try to change the subject, but make sure Jerk stays talking about the subject.

Stop Jerk from obscuring the subject. Do not be afraid to discuss the subject. When the subject starts going against Jerk...

Jerk: The subject is getting too complicated. If Jerk believes he is right, the subject is simple.

Jerk wants to trap you.

Jerk wants to trap you. For example, you are marketing an airline.

Jerk: Can you fly an airplane?

Bumbler says no, Jerk wins the conversation. Reason: Bumbler gave Jerk an advantage. Instead, think about a different activity. You are good at this activity. You did this activity. And, this activity is unusual. Do not say no to Jerk. Instead...

You: did you visit Antarctica?
Jerk: Answer my question. Can you fly an airplane?
You: No. Did you visit Antarctica?
Jerk: Antarctica is not relevant.
You: Relevance is a good word.
Do not argue more. Reason: You gained the advantage. Reason: Jerk talked about relevancy. Flying an airplane is irrelevant.

It's the ultimate irony. People excel at that which they are most insecure about, because they are overcompensating for their insecurity in that area. Only a small percentage of people will talk about their insecurity. But when they do, listen to them. here this person is, at the top of the industry, but this person is saying he doesn't get something down right. He has to work on that harder to make it.

Respond differently with Bad Director.
Bad Director to you: Can you fly an airplane?
You: No.
Bad Director: I proved my point.
Let Bad Director win. Reason: President must decide: Is Bad Director correct.

Coworker cannot compare a big campaign

Be able to argue both sides as necessary. Coworker cites a big TV campaign.

You: That comparison is not fair. They are spending millions of dollars, and we are not.

Narrow and widen

Broadening and contracting the response

If you believe Seller is probing for scoop, broaden the subject.

Seller: I read how that company is in turmoil.

You: I don't know about that information. But, every company is in turmoil. Turmoil can make excellent Product. I would not want Product to come out flat.

Narrow and widen the subject

Sure way to get out of any problem. Narrow the subject, widen the subject.

"I have tried similar activities"

Coworker: Have you tried this activity?

You: I am always open to learning anything new and better. Unfortunately, I tried a similar activity, and I got a bad result.

Would this activity be better? Possibly.

However: I would need to devote some time to the situation, so that similar experience I had, plus all the other projects we have makes me hesitant. But, if Director says this activity is important, to try this activity, I will be glad to prioritize Director's request.

See "Derailing" on page @.

Jerk concludes

Let Jerk say the final statement

Example:

You cooperate with Jerk.

Jerk: And, you must obey me.

You're making progress, and progress counts.

Let Jerk end the conversation. You do not need to end the conversation. In all situations, Jerk makes the last statement. Let him have the last statement.

No parting shots

Do not have any kind of parting shot. You do not need to. Whatever you say will only be therapeutic for you. Your statement will not help Jerk. Instead, be the friendly Manager. You are leaving, and in a classy manner, with the same composure while you were there. Do not suddenly dump on Director all stored inside you. Pledge to make a smooth transition. Few things will be more irritating to Jerk. Reason: You are leaving without giving Jerk the secrets you held inside all these years. There had to be reasons within Company why you left. You only said there was an opportunity, and you accepted the opportunity.

Here, they had years of leverage over you in the saturation, and now here you have two weeks where you have the advantage over Jerk, and all you will

do is quietly keep your composure.

You: This company is terrific. I wish I did not have to go, difficult decision, but this experience was tremendous, and I leave only with positive things to tell Coworker about Company and the experience they could have there. You demonstrate your infallible self-control.

Much is filtered through Jerk, and you wish whoever wants to know would ask you directly, and let you tell him what you are thinking. When Jerk is on a rampage, lend a sympathetic ear and passively approve what he is saying. Strike a balance between standing up for this company and being accused of toadyism. Reason: As Manager, if you get branded a toady, you will not get any respect from Director. She depends upon you to get things done.

Relating

You are relating

Big setup

Reference: Depend on goals /under drive, page @/

Alliance

Judge current alliance to see where can go

Judge the current state of the alliance, to see what you are able to do now. If you have a touchy alliance with some operation, behave yourself for some months, until this problem dies down.

Under do alliances

Have less alliance rather than too much alliance. If Coworker wants more she will give you signs. However: If she wants less if you have already shown yourself a fool, and you need to retreat.

Be productive instead of seeking promoters

Stop worrying about getting Jerk to rally to your side. Your time is better invested in being productive and showing progress. Spend little time trying to become popular. Get strong results, and the results will make you popular.

Let Coworker gravitate to you.

Do not push the alliance. Let Coworker gravitate to you. Do not maintain eye contact, so she can see and observe you.

Strengthen your alliance with Coworker

A problem /appears, arises, emerges/. You need to solve the problem. You ally with Coworker. Possibly, you must improve your alliance with Coworkers. You and Coworker will participate. You and Coworker will solve the problem. Therefore, the problem was good. Reason: You got a stronger alliance with Coworker.

Ally with Coworker.

One reason: Coworker has good information.
You to Coworker: Why is the launch in October?
Coworker: President gave an

order to Director.
You: Thank you. I did not know that information.
Also, Coworker had unique expertise.
You to Coworker: Why is the color red?
Coworker: Blue would fade.
You: Thank you. I did not know that information.

Form alliances with Coworker.

Coworker allies with you.
Reasons: You are...
Trustworthy
/industrious/
Honest
Interesting
Intelligent

Also, you help Coworker.
You achieve goals.
Coworker agrees with your goals. You are a leader.

Be popular with coworkers.
Reasons: Probably,
Coworker will protect you from bad Coworker.
Coworker likes your ideas.
Coworker will participate with you.

Strike different tone for each coworker

Be able to strike a different tone for each coworker. Use a different type of humor for each. There are subtle differences in each coworker's type of humor. Listen, understand, and respond.

Keeping each coworker's ego intact

Make each coworker's ego stay basically intact.

Why care about Coworker?

Coworker's success is your success

Jerk: Ha, Director stumbled.

Reason: Director is in power and Jerk likes to see her have problems. However:

Director's success is your success. You are all on the same team. And, everything is a reflection on the team.

Never know when alliance will come in handy

You do not know when Coworker will be useful. Therefore, be friendly.

Someday you will need Jerk

Yes, you will.

Focus on Coworker first, and goals second

You are managing Developer. Attend to her first.

~ Some will complain about you, and you will lose the power to accomplish.

Director says to have clear goals. However: You do things. You do not know the reaction. Bumbler is too focused on his life's goal. Coworker believes Bumbler is using Coworker.

Seller speaks of you as a friend

Seller wants to tell her director about her alliance with you.

Seller: Manager is an old friend. I can talk to her any time.

Therefore, when Seller calls

you, talk with her. You will win in the long run.

Enjoy Coworker

Learn how to enjoy Coworker

You had to learn how to enjoy Coworker in order to succeed.

Appreciate the differences in coworkers

Enjoy each coworker's different personality. Do not expect all coworkers to become like you. Appreciate the differences in another, and tell Coworker you do.

Treat each coworker special

Each coworker is special...to members of her family, and certainly to herself. Either you can embrace this fact, or you can treat Coworker like garbage. If you choose the garbage, Coworker will stop you.

Take Coworker for how she is.

Take Coworker for how she is. Do not try to change anyone.

Bumbler tries to change Coworker. Bumbler causes trouble.

Respectful

Be respectful with experienced

Developer is more experienced. Therefore: Be respectful. Let Coworker talk. Do not shut her up or shut her down. Coworker shows...

~ who she is

~ what she believes she has

accomplished

~ her standing.

Say no respectfully. Let Developer tell you she can be told no straight out. Do not assume. Being respectful is especially true with more experienced Director. The outcome will be the same, but in these situations, you must devote more time and diplomatic powers than you believe you have. Devote them anyway. Reason: If you make short shrift of Coworker, there will be problems. You will burn a bridge. If the deadline is near...

You: I am sorry, I apologize for rushing. But, there is a 2:00 deadline. Can we discuss this topic quickly?

Director: Yes.

Never show disrespect

Disrespect is one of the worst offenses you can commit in a company. Bad Director demands respect. However: He does not want to give as much as he demands. Coworker is not in his position for many reasons -- not simply because Director is superior.

Self actualization leads to respect

You are secure about you, so you can deliver the respect.

Encourage and respect Coworker

Encourage Good Coworker, because she wants to get strong results.

Talk with Seller

Talk with Seller, because she is trying to make a living to support her family. Treat Seller with respect over the phone, saying she has good Product, but Product is not right for you now. You help Seller when she is down.

Mind your own business
Mind your own business

Do not be nosy

Do not be nosy. Director can tell you things and believe you will not tell Coworker.

Jerk is complaining about Coworker to you.

Jerk: Coworker is incompetent.

You can be caught in the middle.

You: We can both agree Coworker participates.

Instead of "participates," the compliment can be a different one. Say a compliment Coworker is well known for. Jerk will agree with you. One reason: Jerk does not want you to spread around his complaints about Coworker. Then, Coworker asks you about the conversation.

You: I said you participate, and Jerk agreed.

Coworker: Did Jerk say I was incompetent?

You: Anything else you can talk about with Jerk.

Do not get a reputation for being nosy. Avoid looking on Coworker's desk or in her cubicle. If Director asks you to look for in her office, hesitate. Say you would not want to look in Director's office. You will get the wrong conclusion. And, there are few higher crimes if you are caught nosing around.

You are not nosy.

Jerk: I promised her I would not tell you. Should I tell you?

You: No, thank you.

And, change the subject. Changing

the subject shows great restraint on your part, your ability to respect a secret, and therefore keep one for her. If Jerk is dying to tell you and does, he cannot keep a secret. And, you learn about Jerk. He tells secrets, yet he thinks he can keep a secret. One reason: There are some out there he has not told.

No snooping

Do not go into Coworker's desk, or into his areas, to retrieve. If you must, take Good Coworker with you. Tell Good Coworker about your desperate situation. You must have this item. Make sure Good Coworker stands there and sees you are only going after the item.

Do not show disrespect for anything Coworker has. Leave her things alone.

No eavesdropping

Coworker talks with another coworker. Do not listen. Just sit there and be productive. If you hear statements, do not say statements about the conversation.

Conversational pass off

You are talking with Director.
Coworker comes in. Get Coworker to contribute a little, you passed off to Coworker.
You, quietly: Excuse me.
Leave.

Avoid sensitive documents

You are in Coworker's cubicle, and she has a sensitive document on her desk, or her paycheck there, simply ask her to put the sensitive document in her desk. The moment is awkward, but you do not want

Coworker thinking you looked at her document. And, your eyes might wander to the document. Reason: The document is such an oddity on the desk.

Do not focus on Coworker's work

Show a minimal interest in what Coworker is doing.

No statements about Developer's arrival/departure times

Do not make jokes about when Coworker comes in and leaves. The subject is sensitive.

Names

New Coworker gave you her name, and her name is special

New Coworker told you her name. New Coworker's name is important to her. If you say New Coworker's name wrong, she will remember you said her name wrong. New Coworker will be nice about your mistake, but...she owns her name.

We live in a world where we are all supposed to have the different-but-suspiciously-similar things. However: Our names are special.

Coworker tells you the name of her dog or cat. Be honored to know the name. The name is a personal subject. Later...

You: How is Sparky?

Go ahead, re-ask the name

You forgot Coworker's name. Ask Coworker her name again. Note: Coworker prefers to be called a certain way.

Alliances

Be interested in the alliance

What you are most interested in is the alliance. Once you have the

alliance established, and everything is going smoothly there, you can see great things happening, and all sorts of good stuff coming out of the alliance.

Building and maintaining alliances comes first

Prioritize Coworker first, and prioritize work second.

You and Coworker have an alliance

You are allied with coworker. All those rules about behavior pretty much go out the window. What counts is your credibility, you tell the truth, and your loyalty.

Alliances are more important than assignments

An alliance with Coworker is more important than completing Project. You will take longer to complete Project. You cannot...
~ cut her off.
~ have a look on your face like...
Imply: I am only listening to your story because I am supposed to in order to complete the assignment.

Including

Inclusive

In conversation, you are the ringleader. With small talk, make sure each coworker is included.
Example: You are talking with Director and Coworker. You and Director recall an activity you did together. Coworker cannot participate. Shift the conversation toward inclusive subjects. While Director is speaking...
You think: How could this topic relate to Coworker? What is a connection?
You: Coworker had a similar experience.

Then, let Coworker tell her story.
Coworker is now in the conversation.

Inclusive conversation

Good Director is a great conversationalist. She includes coworkers. Including looks easy.

Include coworkers

Including coworkers takes longer, but Project will run smoother.

Jerk is not included

Jerk is out of the loop, so he objects when he sees the creation.

Each coworker made a contribution

Coworker wants to believe she contributed to a success.

Compliment her.

You: You did this project well. I thank you.

Also, do not get emotional with a large group. The listeners do not feel special. Get emotional one on one.

Picture Developer's family member. Developer comes home, telling the family member about the compliment, and the family member is happy because now the family's lives are more stable.

Let Coworker join in

Do not shoot down Coworker's contribution to your plan. She wants to join in, and you must to let her. There is enough for all to share.

Be inclusive about the process

Deceiver talks about the processes. This process will fail. However: Instead of being exclusive about the process, be inclusive.

Try to include Coworker
No old points

Not going to allow old points win a new argument.

You prefer Coworker is included in the talk

Hold back.

You to Director: I prefer to wait until Coworker is here, so I am fair. You ask now, so I will talk about this issue now, but you get my viewpoint only. Since you do not have the other viewpoint now, perhaps I will not be particularly convincing.

Redirect negative energy

Negative energy different from apathy

If there is negative energy going, negative energy is different from apathy, and you can turn negative energy into positive energy.

Turn your negative thoughts into productive talk

Be positive, even when you are angry.

Bumbler: Stop acting like a snoop.

"I appreciate your cooperation"

You: I appreciate your cooperation.

Jerk: Are you saying I am uncooperative?

You: I will not talk about that subject. Let us discuss this other subject.

Jerk can tell from your tone how you feel.

However: Since tone cannot be easily re-conveyed, you are off the hook.

Do not fuel negative energy

Negative energy propels many. Do not fuel negative energy.

Helping Jerk is ineffective

You: Helping Jerk is ineffective. I help Jerk in this special way, and he is still running around lying.

Do not try to please Jerk

When you are struggling with Jerk, do not try to please him. The best you can do is define him.

You: Do you like this information?

Do not reward bad behavior

You will only make bad behavior worse if you reward bad behavior.

Feeling special

Look at pictures on Coworker's wall

Coworker has a business side (full up) and a hobby/other side (potential). The latter is where you want to go. Then, you take the side route to success. Look at the pictures on Coworker's wall.

Make eye contact with all

You can tell a Director is a good conversationalist. One reason: Director makes eye contact with each coworker in the group...not simply one person.

Often, young Coworker is frozen out, even though she is paying attention. Why does the Jerk make such a thoughtless error? Jerk must be too wrapped up in what he is saying, and not who he is talking to. Jerk cannot handle these responsibilities when he is speaking.

If you are the only one Bumbler is talking to, cast your eyes over to Coworker, as if you are seeing how she is reacting. Also, sometimes Bumbler will go to Coworker. Also, you can try halting your eye contact with him. Look off, or down at your hands on the table. Hopefully, by breaking this eye contact, he will seek out Coworker. Get Bumbler to include Coworker.

If you are the one frozen out, and -- as happens almost every time -- and Bad Director did not include you, your abilities are limited. Now is not the time to try and instantly win a close alliance with Jerk. However: Even though you are frozen out, listen carefully to what Bad Director is saying. And, after

Jerk responds, toss out your best effort. Make a supporting statement. That statement glorifies what Bad Director said.

You: Therefore, you are saying is -- -- --.

Your statement is risky. Reason: Bad Director or Jerk could puff up and say you are wrong.

Oh, well. Remember, Bad Director and Jerk are bad.

Do not tell your own story. Reason: Bumbler did not care enough to include you in his conversation, and he does not want to hear you talk now.

Make Coworker feel special

You can go far if you make Coworker feel special. Watch a child. A child believes the world revolves around him. The child ages, and he learns to convince himself the following: He should not think of himself as special.

However: Deep down, he is that child.

Diplomacy

You are getting a consensus

On TV, business shows conflict. Not true. Most of time you are getting a consensus.

You are a diplomat

You are being diplomatic.

Find a middle ground

Meet Coworker halfway. If she and you disagree, do not get all proud, etc. Find a middle ground. Believe that Coworker is sincere in her beliefs.

Be diplomatic

Be diplomatic. Being diplomatic does not mean lying.

Coworker: How do you think Project looks?

You: Project has great features.

Do not say your true feelings

Former Coworker: Will you return to our company?

You: No. Reason: I have other /obligations, commitments/.

The reality is: You will not do the following: Make that mistake again.

Team

On the same team

We are all on the same team.

Avoid the "us vs. them" idea.

You are all on the same team.

The objectives are "them."

We are on same side

Speak to Seller.

You: We are both on the same side. If you can get --- from you, I will be your best Customer. I will buy as many as I can.

Therefore, you are asking Coworker to invest toward this potential moneymaker.

"You and I are on the same side"

Your management style is, you and you are on the same side, and the goal is what we are trying to reach together.

"We are a team"

We are a team. We take care of each other.

You: We are a team. We stick together. We help each other.

We are stuck together.

We must help one another.

Build team with phrases

We take care of each other.

We learn from each other.

You and I are taking on the world.

Gratifying if Director fights for you

Nothing is more gratifying than Director taking your side and saying she will fight for you.

"We are on the same side"

Diffuse the Bad Director.

You: We are all on the same side. We all want the same thing.

Build camaraderie

Avoid arguments.

You are on the same side.

You are on the same side.

Building alliances

Build alliances

All of them are good.

Getting Coworker to like you

Work to have Coworker like you.

Once on your side, Coworker will be understanding

If Coworker is with you, she will be empathetic, understanding, and quick to forgive your errors.

You are a bridge-builder

However right you are, you cannot risk getting a reputation as a troublemaker.

You are friendly, not a fighter.

~ A bridge-builder.

~ A diplomat.

Director unites

Probably, Director did not rise high in Company by being the most brilliant employee. Here are qualities you do not hear about as often:

Amenable

Diplomatic

Conciliator

Compromiser

Outgoing

Friendly

Even-tempered

Loyal

Honest

Shrewd

Pursue an alliance.

Form the alliance. Reason:

An alliance is powerful. You can rely on an alliance. An alliance helps you succeed.

You need allies

You have a plan, but do not try to do the plan alone. Talk extensively with Coworker and do not volunteer much, but learn her objectives.

Once you assess Coworker will be in synch with your plan, tell her, and see if Coworker will support you.

If Coworker agrees, probably, reluctant Director will approve. Also, including makes you appear inclusive.

You participate.

You: I talked with Coworker about this issue, and I think she will agree.

The word "generally" is key.
Make Director believe he is
one of the first to be in on
this big plan. The reality is:
He is one of the last.

**One naysayer can sink a
project**

Coworker is naive about how
easily a naysayer can sink the
project.

Do not proceed alone

Do not seek to proceed alone.

Networking

Use e-mail
Use e-mail to make friends.
Have many contacts with
little effort.

Repair bridges

Do not betray an alliance.
Do everything possible to
repair the alliance. You want
Coworker to at least say
nothing about you -- not to
trash your name.

Setting up an alliance

With a large product or
service, you are setting up an
alliance rather than doing
some high-pressure, buy now
sale.

**Alliances give you breathing
room**

You build alliances. One
reason: Building alliances
gives you slack when you
mess up. If Coworker has no
reason to care about you, or
do not know if you
particularly care about her,

there is no reason to help you
when you desperately need
help.

Participating with coworkers

Be comfortable around those not
comfortable with
Learn how to be comfortable around
a coworker you are uncomfortable
with.

Be known for participating with coworkers

Be a Manager who...
~ participates with coworkers
~ wants coworkers to
approve
~ gets advice from different
departments
You lessen the chance of a
"Bad Manager" accusation
sticking. This solution was
decided amongst the group.
You do not work alone. Bad
Director will criticize you for
seeking too much advice.
Bad Director criticizes you
for acting alone. Good.

Show you can befriend every kind of coworker

Demonstrate you can ally
with Coworker, though she is
exactly the opposite than you.
You draw from Coworker's
perspectives. You will learn
from Coworker, because she
has a different look at the
world.

Contribute teamwork

Bad Director thinks: I am the
smartest employee. I
contribute my wisdom.
The reality is: Bad Director
is /detached/.
Instead, be involved with the

team. Then, your wisdom
has value.

Getting along

Pride self on participating with everybody

You: I pride myself on
participating with everybody.

You can get along with all coworkers

Jerk: I cannot get along with
Coworker.

Reason: In almost every
situation, the problem is Jerk,
and not Coworker.

Getting along with Bad
Director can be your greatest
ability. Reason: No one else
can get along with Bad
Director. Therefore, you are
able to tap into this
opportunity, because nobody
else will.

You think: When I leave,
nobody will last long with
Bad Director.

You use hidden power
bringing Bad Director to the
surface, in order to get along
with him. You will not lose
this power. Use this power
with several coworkers in all
kinds of situations. Also,
Bad Director knows he is a
jerk. Reason: Family
members have been blunt
with him. He knows he is a
jerk.

"I am easy to participate with"

You: You will find I am the
easiest person in the world to
do business with.

Seller thinks: Good.
Seller wants to sell you. She
will do all sorts of things to
help you.

**You participate with all
coworkers**

Demonstrate you participate
with all coworkers -- even
Jerk. You get power. No
one can believe you could
win over Bad Director.
Coworker thinks: Manager
has real inner strength.
Coworker asks you to talk
with Bad Director. Reason:
Coworker does not want to
participate with Bad Director.

Empathy

Mastering empathy

You think: Coworker believes this
problem is terrible.
Your opinion of the problem does
not matter, except to be in synch
with her.

Paint Director's world

Director is critical of Good
Coworker. Say this:
You to Director: Good Coworker
has a complex problem. This
problem would be difficult for
anyone.
You help halt Director.

**See the situation from every
coworker's view**

See the situation from each
coworker's view.

**Be especially gracious when Coworker
is having problems**

Be especially gracious when
Coworker is in a desperate situation.
If you behave gruff or superior,

when Coworker recovers...
Coworker thinks: You humiliated me.
And, she will be right.

Interest in Coworker

Stay on Coworker's subject

Stay on Coworker's subject, and be hesitant to change the subject.

Get interested in Coworker's hobbies

Get interested in Coworker's hobbies.

Get close

Get close to Director

Get close to Director. Reason: You can determine what to give her.

Bonding: Ask for directions.

A way to get Customer's undivided attention: Ask for directions. Then, Customer will devote several minutes assisting you.

Make sure Coworker is not lonely

Loneliness is one of the more hidden afflictions in Company. Make sure nobody is lonely who does not want to be.

If you sense Coworker wants to be part of the team, include her. Make her one of the group. She will thank you in unspoken ways, and you will all have another great addition to your team.

Jerk is insensitive. One reason: He does not know he is insensitive. Give Jerk the opportunity to join in. At least you can think the effort was made. This closed club stuff is for the birds.

Use opportunities to let Coworker be

kind

You see an opportunity. Use the opportunity to let Coworker show fair-mindedness. Coworker should take the opportunity.

Inform the correct coworkers

If Coworker should know your activity, tell Coworker your activity.

You: Coworker needs to know about this activity. Therefore, I told Coworker about this activity.

Bumbler tells nobody about Bumbler's activity.
Inform /was Apprise/.

Writing

"The purpose of this message is to..."

The purpose of this message is to...

Why

All in writing

Get your estimate e-mailed back to you, and request details. Otherwise, you have all kinds of room for disagreement and miscommunication. Bad Seller can lie, and Bumbler cannot disprove Bad Seller.

Do most in writing

Communicate in writing with Seller.

Reason: If you do not have everything in writing, Bad Seller will say...

Bad Seller: No, I clearly told you XYZ. You misunderstood me.

Then, you are dead. Depending on how serious the mistake is, anybody will sell out anyone. Jerk will not let himself go down if he can take you out instead. The issue is survival. When everything is documented, there are two dynamics.

1) He straightens up and flies right because he knows.

2) The documents will carry infinitely more weight than recollections from phone conversations.

Coworker received your message, and he is wrong.

Director has an aversion to written communication. Director is rushing to complete the project inside a short deadline, so she wants to phone you and end her involvement. She trusts you. The problems begin when the project comes back with the wrong phone numbers, dates, photos, and prices. And, you will get the blame.

Director says she hates approving, and refuses.

Imply: Director must approve.

At least, send Director e-mails apprising him of the progress. Reason: If you do not, eventually, you will lose your job.

Note: Limit the number of e-mails you send. Make them important. Otherwise, Coworker will believe you are wasting time. If Coworker receives an unimportant e-mail, she can take that e-mail to Director and say you are wasting time.

How

No formal writing

Formal writing is as dead as Latin.

Keep written response concise

One great way to hurt your argument is to put together a long document. 1) Shows you do not have confidence, and will keep throwing things up to see what sticks.

Writing carefully now saves problems later

Write everything carefully. Reason: Ten minutes of extra writing now can save you problems later. Consider everything as a savings of later problems.

Do not bcc:

Jerk sends the bcc: thing. He gets a short-term gain. Eventually, Director will conclude Jerk is a sneak. Therefore, do not be a sneak.

Written response over contact report

Director calls you with some question.

Some will write an e-mail:

Coworker: Director asked us to...

Most coworkers respond with a phone call back to Director.

Bumbler: I have your answers. You want to take these down?

Your alternative is to combine these two.

You e-mail Director the answer to the question. E-mailing the answer is simple, but few respond this way. E-mail is effective for three reasons:

1) Director would have wanted a written document with the response anyway, so she can reference your e-mail later.

2) An e-mail is documentation for your protection without all those stupid contact reports.

3) You are not trying to find Director to give him the answers.

E-mail is effective with communication with Director: ideas you have, recommendations, and news.

Be skeptical about l355

engthy reports.

Be skeptical about lengthy reports.

The reality is: Presenter wants to convince.

Therefore, Presenter offers a large report.

Presenter implies: This report is large.

Therefore, you must accept this report.

Evidence: Read large report. Mostly, large report is junk.

Part 4: Conflict

Reference: "disagreeing with a more powerful Director" on page @. /under persuasion/

01 Origin

Opposing forces are necessary

The more you grow in a company, and the more you succeed in larger companies, the more detractors you will have. Detractors are as much a part of Company as the desks and telephones, so get used to them.

For every action there is an equal and opposite reaction. Example: You make a positive action by moving Company into a new area.

However: You could easily breed jealousy and resentment from Jerk. He sees himself as the Director in Company, and here you are, coming up with a new plan. Jerk can say...

Jerk: I do not agree with Plan -- Plan will fail, and Plan will cost us too much.

The equal and opposite reaction

The equal and opposite reaction can be a social phenomenon. How do you channel that reaction? Make sure Jerk has easy things he can attack.

Jerk: Manager wears worn out shoes.

Jerk torpedoes Expert. Expert did not know a minor fact. Then, Jerk discounts Expert. Jerk simply rejects everything. Therefore, Jerk feels threatened by Jerk.

02 Attempt

You did nothing bad

Do not stir up trouble

The trouble will come back

You will be identified

All conflict is bad

All conflict is bad, no matter how correct you are. Better to lose than to have Coworker see you fighting. Sometimes, do not defend yourself.

You: I do not want to discuss that subject. Reason: I would rather see the matter put behind us.

Coworker will rise or fall based upon who she is, not because of this incident.

No Jerk

Avoid the "whose side are you on?" No Jerks.

Never have conflicts

Conflict is anathema to Company. You will not win one. You will only lose. Keep your temper. Do not look for the quick cut down statement.

Leading a Developer is nothing like in the movies. In the movies, Bad Director is barking out...

Bad Director: We need ideas!

All that conflict stuff you see is in the movies. In real life, you avoid conflict. Make alliances.

You did everything right

When you have a bad experience with Jerk, you have

several reactions.

1. You think: I must be at fault.
2. You think maybe Jerk will be nice to you, and then you still have no success. Take awhile to respond, such as not do kind acts for him.

He drives that wedge.

What is Jerk's motivation? Why is this problem happening?

Understand the motivation

You are not angry about the occurrence. Reason: You understand the motivation behind the occurrence. Jerk could have taken this occurrence the way Coworker intended. However: Jerk spotted an opportunity to bring you down a couple of pegs. Jerk took this opportunity. Jerk has been looking for this opportunity for years. Therefore, endure.

Reasons Jerk will start conflict: He...

- ~ needs to work extra hours and refuses
- ~ is insecure about himself and/or his position.
- ~ does not have a good sense of which way to go.
- ~ only wants to do what he wants to do.

Understand Jerk's motivation

What is Jerk's motivation? Once you know, the rest is easy.

You win by not letting Jerk draw you into a fight.

Negative behavior

Jerk wants dirt

Jerk wants dirt.

Why does Jerk get satisfaction out of angering Coworker?

Jerk must sit at home at night and think...

Jerk thinks: This issue is small, and I got all of my coworkers angry.

Analyze this motivation.

Jerk has the objection

Probably, when Jerk says Director will object, the real objection is from Jerk.

When he refers to, "the nitpicky one," he is the nitpicky one.

Why are childish behaviors fine for adults?

Things unacceptable for children are done by adults.

Jerk tries to increase Jerk's power.

Jerk gains power over Bumbler

Jerk deceives Bumbler. Bumbler believes Jerk. Bumbler fails. Then, Jerk leads Bumbler. Jerk becomes Bumbler's manager.

Jerk criticizes you to gain power.

Jerk criticizes your project. Reason: Jerk wants power. Your project gives you power. Therefore, your project angers Jerk. Jerk wants to destroy your project.

Understand Jerk's motives

Usually, Jerk conceals his motives. For example: Jerk is afraid of you. Therefore, Jerk belittles you.

Jerk hates your progress

Jerk does not make progress. Instead, Jerk attacks you. Reason: You make progress. Director chooses Jerk. Therefore, Company will not make progress. Company will fail.

Jerk wants Director to fire you. Reason: Jerk does not get strong results. You get strong results. Therefore, Jerk looks terrible.

Jerk is your /opponent, competitor/. Jerk hates you. Reason: You succeed in the competition.

Jerk to Coworker: I hate Manager.
Jerk gives /superficial/ reasons.

Jerk hates you for the following reasons:
You progress in the game.

If you fail, Jerk likes you. Therefore, you want Jerk to dislike you.

You get strong results. Therefore, Jerk wants to stop you. Reasons:

1. Jerk does not get strong results. Therefore, Jerk looks bad.

2. Jerk wants /company to decline. Reason: Jerk looks better.

3. Jerk believes you are stupid. Reason: Jerk has no /proper perspective./

Jerk appears cautious.

Jerk fights your progress

Jerk wants you to fail. Do a project well, and Jerk finds criticisms.

Jerk: Look what the stupid person lucked into.

Jerk cannot see you gaining capabilities, and someday becoming Director.

Bad Director insults you. Reason: You make progress. Bad Director wants you to stop making progress.

Bad Director hates your progress

Bad Director looks for opportunities to stop you. For example, you have a problem.

You: We must delay the launch for two days.

Bad Director: Therefore, we must cancel the launch.

Bad Director overreacted to your hews. Reason:

Bad Director mischaracterizes your situation.

Put this with the last one.

You to Bad director: We must delay your project by two days.

Bad Director: The delay is
Developer's fault.
You: No. The equipment broke.

Bumbler thinks: someday, Bad
Director will understand. Bad
director will like me.
Instead, you think: Bad Director will
never understand. Bad Director will
never like me. Reason: Bad
Director will never understand the
following: Bad Director must get
strong results.

Bad Director helps you to fail. One
reason: Bad director wants to fire
you. If you are weak, Bad Director
can fire you. Therefore, fight Bad
Director. Get strong results.

Bad Director is annoyed with you.
Therefore, you are making progress.
Reason: Bad Director hates
progress. Bad Director wants
/chaos/. Let Bad Director be
annoyed. Let Director threaten you.
Focus on making progress. Bad
Director scares Bumbler. Therefore,
Bumbler avoids Bad Director. Then,
Bumbler does not make progress.
Bad Director fires Bumbler. Bad
Director wins. Company declines.
Bad Director is happy.

Bad Director wants to fire you.

Bad Director needs reasons to fire you.
Therefore, Bad Director creates his best
argument. Bumbler accepts Bad Director's
arguments. Reason: Bad Director's
arguments are meaningless. The reality is:
Bad Director wants you fired.

Jerk wants you to quit

Show Jerk the following: Jerk cannot scare

you. You must fight Jerk. Do not quit. Do not enter New Company. Reason: New Company has New Jerk. New Jerk will give you new problems.

Coworker is often unkind

Coworker: I am kind.

However, Coworker is often unkind.

Coworker's belief is different from

Coworker's action. /grammar check./

“What are your weaknesses?”

Jerk wants to know the following: What are your weaknesses? Therefore, do not tell Jerk your weaknesses.

Jerk knows himself

Jerk knows how he is

Jerk doesn't want to believe how he is.

However: Jerk did 20 notable fastidious acts in the last eight years. Put the normal coworker's reactions to Jerk on a bell curve. Probably, four times someone took him on.

Jerk: I am not out of line. You are out of line.

Therefore, he knows.

Coworker knows herself

Meticulous Coworker knows she is meticulous. Coworkers mostly know their ways.

See "Types of Coworkers" on page @.

Think about Jerk's attempt

Analyzing the attack

Waging war takes Jerk's time, energy and other resources. He has other assignments, and now here he is, struggling with this fight he started with Good Coworker. Maybe he revels in this fight. Reason: He wants to show he is erratic.

Jerk: Manager is the source of all problems.

Criticizing you is more interesting than making a little progress each day. Chances are, Jerk will not have the resources to continue his fight. If he does, Jerk will lose later.

Director: Jerk spends all his time attacking coworkers, and he did not make progress with the project.

Therefore, look at Jerk's attack over a long time line. Take comfort. Reason: Probably, Jerk's attack will fizzle out. Jerk's attack will not be fatal, though. And, he will look like more a politician than a developer.

This book will not get into family influences and upbringing

Too subjective

Family is another world

Is Jerk sincere?

Jerk is in a position opposite from yours, but Jerk believes his position.

Giving the answer now: Jerk is sincere.

Jerk knows what he did

Jerk still fails to understand the following:
Jerk's action was wrong.

You do not need to confront Jerk and let this issue "air out." Jerk knows what he did. He wants some kind of resolution after the fact. Do not help him. He considered this problem in advance, and he decided to do this action and explain or excuse later. Therefore, let the issue evaporate. There is nothing to discuss.

01 Taking the heat off himself

Jerk makes statements to take the heat off him.

"You did not know you are stupid"

Jerk attacks. Sometimes, he is covering up his own mistake. Jerk did not tell you about the situation, so the best defense is a good offense.

02 The worse the position the more Jerk fights

Lincoln talked about Douglas. The worse situation he was in the more tenaciously he clung to his position.

The closer you are, the more Jerk fights

Jerk knows you are close. Therefore: He fights you so much.

The closer you get, the more Jerk will push.

The guiltier Jerk is, the more he will fight. The more he will throw whatever he can at you.

The more Jerk will...

~ use every means to stop you.

~ look for your weaknesses and try to exploit them...throwing the attention off himself.

~ test your resolve, to see if you will go through with your project.

Reference: Turn the tables @

03 A big issue will cause a negative reaction

The situation is big, so there will be a negative reaction.

Probably, Jerk only has criticism. Make Jerk's criticism harmless.

~ Get Jerk to direct his criticism to small matters.

~ Make sure Jerk is clear. Therefore, Director sees Jerk is an idiot.

Offer up minor criticisms of you

Bad Director: Coworker is intelligent, but she does not share her knowledge.

Bad Director is making a counterbalance to a compliment.

Jerk makes statements about Coworker for the story value.

Tell harmless criticisms about yourself...

You: I have a terrible sense of direction.

Give Jerk those to impart, than to try and be perfect in all ways. Reasons:

1. Nobody will believe you are perfect.
2. Jerk is looking for negatives he can play upon.
3. Trying to be perfect is tiring for you.
4. You give yourself a break. You do not have to be good at directions.

Much as you want your bad habits to be less harmful (too much caffeine, play with your hair), so too do you want your inabilities to be less harmful.

You will reach a point where a criticism is predictable.

04 Empowered by accusations

Jerk would be empowered by accusations. Do not deliver.

05 Jerk hopes you will leave

Jerk will still be left with his divisive tactics.

06 Jerk wants vindication

Jerk is defeated. Therefore: He wants vindication. Tell him how he has been vindicated.

07 Jerk embraces conflict before progress

How quickly common sense goes out the window. Jerk see the conflict of the situation first -- Coworker is getting yelled at -- and the sense of the situation later on.

Jerk does not focus on progress. Instead, Jerk wants to stop progress.

Jerk believes the following: Company cannot make progress. Therefore, Jerk stops progress. Then, Jerk proves Jerk's belief.

08 New gunslinger come into town

Jerk wants to take you on to impress Coworker. Jerk says everything you do is wrong. He could do your Task better. Solutions:

~ Work extra hours, and complete projects fast. However: Do not gratefully take some compliments. For example...

Director: You are more productive than usual.

~ Stay quiet. Do not confide in anyone.

Bumbler: Jerk is kind of pushy, have you noticed?

No one should learn your true beliefs.

~ Do not say you are effusively happy with Jerk's performance. Instead of talking about him...

You: I am glad you are here, because you will help us reach the goals faster.

At times, Jerk simply wants to push you, to see how much he can humiliate you. Solution: Let him push you. Treat him respectfully. Be non-confrontational. Put the focus on getting the assignment done. However: A point is reached where you have to say...

You 1: I believe you are treating me this way.

You 2: I believe you harm the quantity of projects I produce, in no small part because I struggle with your maneuvers. Your stance is the opposite of productive.

Jerk figures you will not have the guts to object
Jerk does things because he figures no one will have the guts to disagree with him. Have the guts.

Reference: Vulnerabilities, page @.

09 Jerk only understands force

Probably, Jerk only understands force. Not physical force, but in other ways.

10 You are invading Jerk's territory

Territorialism: Erring on the side of conservatism.

You get a consolation prize.

You: I did not want to cross into Coworker's territory.

You will help you in the long run. Reason: You will enhance your reputation as one who does not step on toes.

11 Jerk is determined to gain power over you

To Jerk, fighting unfairly is fair game. He is determined to win. He will say or do anything in order to win. If he loses, he will avoid blame by making excuses and blames. The real question is: Why do you get all wrapped around the axle about Jerk's behavior? Why does his behavior surprise you? Why do you take his behavior to heart? Understand Jerk's real motivation, and prepare for a conflict. You will need all of your wits about you, so do not have hurt feelings. Be productive.

If Jerk were able to unfairly accuse you and get you running scared, he killed two birds with one stone.

Bad Director wants to see you squirm under his power

Bad Director gets a good kick out of pulling your chain. He wants to see you jump through his hoops. He wants you to squirm from his power.

After you understand Jerk, you can participate with him. Do not deflect. Instead, absorb.

You think: Jerk is being typical.

How can you tell? Bad Director cannot distribute junk brilliantly. He distributes in the wrong proportions. Often, he does too much. He shows he is nasty.

12 Jerk learned the following: Bumbler listens to his criticisms

65% of criticisms are power plays against you are good in your assignment. You have done well in past assignments. However: Now the criticisms are flying in. Once you understand that 65% of criticisms are power plays against you in this big game, get a new and healthy perspective.

Put them into the same positions as the tormenters and the cliques in high school, and realize the following: This occasion, you get to win. One reason: You are much wiser and wiler than you were before. And, you get paid for your activities. Coworker will want to hear the stories of how you out-mind-gamed these oppressors.

416. Are /revise this -- in the details area many other copywriters can help you/ you a copywriter? Jerk can do great harm to your career. 417. Jerk may not like your projects. But, the heck with him. The prospect responds. Responding matters. 418. Keep your grammar straight and use your best judgment, but unless Director is also a copywriter, most are not worth listening to. /Wrong direction -- need a good copywriter Director, and that is all -- Let us you bring out what is best in you-- that is hardest to find/.

Reason: Often, Jerk cannot put his own style aside long enough to help you.

If you were writing for the baking industry, you would be infinitely more interested in what bakers say about your copy than other copywriters.

If you have a group of copywriters together in a company, none will say you are better.

Listen to Jerk's assessment: His assessment is manure

Jerk is insecure

Jerk hides Jerk's insecurity. Here is how: Jerk acts confident. However, Jerk is a poor actor. Jerk's tone is wrong.

Bad Director wants to keep Bad Director's position

Bad Director wants to fire you. Reason: Bad Director keeps a role.

Jerk is a failure

You give Company success. Therefore, Jerk hates you.

Reason: Jerk fails in Company.

Types of attacks

How Jerk attacks you

01 Jerk hurts with words

You dislike getting your feelings hurt. There is no chance for a real wound, so your feelings take over.

The fight is now with words as the weapons

In our society, there no longer are the familiar old

weapons B such as guns and swords. Instead, words are the weapons. Jerk...
~ ignores
~ talks behind backs, etc.

Jerk makes complex attacks on you.

For example: Jerk bases an attack on strict company policy. Jerk uses that policy to attack you. Jerk does not care about the policy. Jerk does not want to improve Company. Instead, jerk views the policy the following way: the policy will defeat you. For example...
Company policy: No employees work on Sunday. The office is closed.

Reason: Company worries about employee theft.

You have an emergency on Sunday. Customer needs products, and the products are inside the locked offices. You cannot find President. You cannot find Director. So, you open the office and get products for Customer. You violated Company policy. Jerk is happy.

The customer is really in charge, because there is no company without customers.

Do not try to improve you. Instead, improve Company. Improve product. Improve results.

Later, company should reward you. Jerk is happy. Reason: you violated Company's policy. However, probably, you will survive, and Jerk will look worse. One reason: Company need customer. Customers form company. A company with no customers will not be a company. If Company fires you, customer will know. Probably, customer will be upset.

You to president: I know the following: Company wants satisfied customers. I satisfied customer. Jerk does not care about customer. Jerk wants to damage company. Reason: In damaged company, Jerk looks better. Jerk wants president to fire you. One reason: Now, president compares Jerk to you, and jerk looks bad.

02 Jerk uses whatever he can

Jerk will use any argument he can and attack you.

Jerk will use any justification.

Coworker should not accept Jerk's acts. Reason: Speaking as an authority figure who is not turning over the reigns, Jerk is wrong. After listening to all this nonsense, I have become more realistic.

Options Jerk takes to squirm off

Real life conflicts can be entertaining. The characters could be cast from movies. The attorney will be of a certain type. Jerk will try to turn the tables on the prosecution.

Announcer: I think Jerk will go for a past medical condition.

Announcer 2: Really?

Announcer: Sure. He does not have many options left.

Announcer 2: Let us see what happens.

03 Derailing

Derailing will fail

When Jerk lies and the truth squad is on him, he will try to muddy the waters.

Jerk: All of the coworkers are up to things. There is deceit everywhere.

Also, Jerk looks for a tie.

Jerk: You lied, too.

Imply: That tactic will not be effective. I know you will attempt your move, time and again. But, your move will fail.

Jerk will try to distract you.

You: We are talking about big issues. I do not want to get into technicalities and hair splitting.

You try to keep Jerk focused on the issue.

Bad Director likes /chaos/

Bad Manager enjoys chaos, because he can appear productive. [change 'busy' to 'productive'].

However, Good Director wants calm cooperation. [teamwork gives way to cooperation?] That team will produce strong results. Reason: Manager is not fighting Developer. Manager helps Developer.

Therefore, they are calm.

Enjoy quiet progress. Progress is boring. Reason: Progress is /slow, methodical/. A mountain climber /prods, trudges/ to the top, and viewers are bored. However, the mountain climber falls, and the viewers are /watching, enthralled/. Similarly, Bad Director seeks excitement, so he /destroys, subverts, stops/ progress.

Jerk disapproves

Jerk disapproves. Reason: Jerk wants you to lose.

Jerk: I dislike Manager.

Jerk is deceiving. Reason: Jerk might believe you are a good person. Jerk might like you. But, Jerk wants you to lose this game. Jerk wants Director to fire you.

Jerk tries to stop progress

Say these statements to Jerk:

You: OK, I thank you. I understand your statmenet.

You imply: Now, let us discuss a progressive topic.

Jerk looks for your weak part.

Strengthen any weak part.

Jerk threatens you.

Jerk: I do not want a January launch. I will complain about you.

Bad Director creates obstacles

Bad Director wants to stop your progress.

Bad Director: Show me your e-mails. I must read your e-mails. If I approve an e-mail, you can send that e-mail.

You: Those approvals will slow our progress. I am on the manager level. This means the following: I can make day-to-day decisions. Often, I must respond quickly. However, you want the following: Wait for your approval.

If Bad Director disagrees, get President to learn about Bad Director's bad process.

Bad Director wants the following:

You make no progress. Bad Director blames you. Bad Director fires you. Bad Director looks successful.

Therefore, confront Bad Director.

Jerk wants Director to fire you

You produce strong results. Therefore, Jerk wants Director to fire you. Make a small fight against Jerk. However, do not make a big fight against Jerk. Possibly, Director will fire you. However, your reputation will improve.

Former Coworker: Manager was good.

The kids explained the animation series to me, and the more they explained, the less I understood. However, they had it down.

Jerk wants to disrupt

Jerk does not make progress. Instead, Jerk looks for opportunities to disrupt.

Jerk does not make progress. Instead, Jerk criticizes.

Jerk changes the topic.

Jerk wants to do the following: Change the topic. Jerk wants to stop your progress. Therefore, respect the topic. Keep the conversation on the topic. Reason: You must make progress.

Jerk manipulates.

The problem is the following: Jerk continues to manipulate. Jerk cannot stop. Therefore, Director will catch Jerk. Jerk tells coworker bad information. Coworker believes Jerks' bad information. Therefore, Jerk manipulates Coworker. The problem is: Jerk acts on bad information. Bad information is foundation. Now,

Jerk builds upon the bad information. Jerk recruits Coworker. Finally, Director identifies the bad information. Jerk blames Coworker. One reason: Jerk manipulates.

Jerk wants failure.

You make progress. Probably, your progress will deliver strong results. Therefore, Jerk wants to stop your progress.

Jerk thinks: What is wrong with Manager's progress? How can I stop Manager's progress?
Jerks /conjugates/ ways to stop your progress.

Jerk thinks: How can I use President?

Jerk wants President to hate you.

Jerk to President: Manager's plan has a problem.

Jerk does not have an alternative.

Jerk hates your approach. However, Jerk does not have an alternative approach.

You to Jerk: Tell me your approach.

See "Cornering" on page @.

04 Turning the issue into a different issue

Jerk wants to turn the tables

Jerk will look for opportunity to turn tables. He will take any opportunity possible. Jerk makes a claim to some authority. Do not look for sense. Instead, look for protection.

Do not look for gratitude. You are blamed for bad and good. Seeking thanks shows you value Jerk's opinion. Therefore, Jerk will insult and hurt.

Jerk

~ needs the controversy.

~ is threatened by productivity.

~ will do anything to stop Project.

~ seeks allies to help him.

If you have a point against Jerk, he will attempt to turn your point into a different issue. Derail your effort.

Turning this issue into a different issue

Jerk will try to parlay. He will make opportunities out of problems he caused.

Continue attempt to recast this issue. He changes

the subject. Often, that subject has to do with the reaction to the outrageous thing you had to react to.

You argue about the loss of 1.5 hours of pay. Your argument has reasons, so he will not argue on your reasons. Jerk will ignore your reasons, and focus on...

Director: What is Jerk doing arguing for only 1.5 hours?

Jerk wants to turn the tables on you, to turn you into an enemy to the team -- and thereby win a big one against you. Do not win the conflict and lose the war. Come in, humbly...

You: I will do anything for this company. If you called me in the middle of my sleep, I would come right in. I am trying to understand your statement. I learned the following from Coworker: I would get paid. Now I understand the following: Company will not pay me. I know 1.5 hours is not much, but I would appreciate getting an understanding of this situation, so I know for the future. But again, I am not arguing about helping. If you asked me to work extra hours and there was no budget, I would be there. I am for the team...I simply request knowing. Your statement has to match your true actions. You are for the team. You would come in a sudden emergency.

Jerk wants to avoid the subject. Jerk wants to...

~ speak about a different subject.

~ make anything else the issue.

357. Do not let Jerk change the subject.

/Write about sideshows./

Jerk accuses you of his worst traits

Prepare for Jerk's accusation. Jerk knows this subject well. Reason: His family has raised the subject with him numerous times.

Jerk likes to misinterpret your statement

You to Jerk: You are doing many different activities.

Jerk: I am not doing many different activities. I am doing one activity.

You: OK.
Simply say, "OK." Then, prepare to end the conversation.
Perhaps, say a fast compliment.
You: You are a great resource in Company.
Then, leave.

Bumbler tries to reverse Bumbler's statement.
Bumbler: Yes, you do one primary activity.
Bumbler looks ridiculous. Instead, make Jerk look confrontational. You complimented Jerk. Jerk attacked you. You complimented Jerk again. You left. Jerk started the confrontation. Jerk loses the confrontation.

You were nice to Jerk. Therefore, Jerk's options are limited.
Jerk to Director: Manager said the following: "I am competent."
Director to you: Did you insult Jerk?
You: No. I told Jerk the following: Jerk manages many activities. Also, Jerk is.../that line./
Director to you: Jerk said the following: You insulted Jerk.
You: I told Jerk the following: You are a great resource in Company.

Jerk likes being offended. Reason: Jerk seeks opportunities to gain power.

Being offended gives Jerk power. Also, Jerk believes you lose power. Reason: You offended Jerk.

Keep a list of Jerk's attacks. Do not show this list to Director. Instead, remember Jerk's attacks.
Director to you: Jerk is angry with you.
Begin remembering Jerk's many attacks, and use those attacks.
You to Director: This attack is similar to Jerk's previous attack.

Do not pursue the issue. Instead, make your point later. Soon, Jerk will start a new attack against you.

05 Selective indignation

Jerk decides how much he will be offended by who is doing the talking. What environment he is in.

As Jerk gets more affluent, he becomes indignant. Jerk bought an increasing capacity to be indignant. Jerk decides how much he will be offended by who is doing the talking. What environment he is in.

Jerk is habitually offended. He has decided to get offended about everything. Jerk is attempting to gain power. He is not offended. He is looking to gain more leverage.
Imply: That tactic will fail. You need to direct your energy somewhere else.

358. /Write up about a mock offense./

06 Inflation

Jerk exaggerates the accusation

Jerk makes an accusation.

Jerk thinks: I might be fired. What can I do?

Jerk is likely to exaggerate the accusation in order to strengthen his argument. Jerk makes a small step toward an exaggeration.

Concentrating incidents

Jerk's memories are concentrating. Jerk thinks a situation is a certain way. Jerk remembers the three things in that period, and he thinks those three things are typical.

Jerk will take two negative events and tie them together.

You: I am sure Event 2 did not help Event 1.

Three small reasons do not add up to one big problem.

Combining the attack

Jerk knows his point is weak: Manager is a bad presenter. His point does not have traction. Worse for Jerk, when his point blows over, he looks bad. However: If you react badly, Jerk can combine your reaction with his original complaint.

Jerk: Manager is a bad presenter, because Manager wrote the angry e-mail response.

And, off he goes.

Too many details

Detailed threats are not a threat. Jerk details his threat to you. Probably, Jerk will not harm you. He makes his threat in the hope you will retreat.

Beware of belabored reasons.

07 Untouchable

Throwing in an untouchable

Jerk takes a position he hopes will be beyond criticism. Reason: Jerk threw some untouchable into his position, so nobody can talk about his destructive behavior.

Bad Director's trump: "We need a study"

Bad Director: Good. We will need to call in a third-party firm to do this study.

You: The Department's primary goal is to create effective ads and get them out the door. The primary goal is not to do studies. The study siphons off the time and resources we have to get our main assignment done. And, if Jerk wanted the marketing effort to fail, having these endless studies will fail. Therefore, plenty of outside firms study things, and I will cooperate fully with them. Let me know your thoughts on this subject.

Countering those who quote outside authority

Jerk thinks you must listen to him, because he is quoting his father.

Bumbler: Your father is a drunk.
Instead, respond kindly.

You: That statement is wise.
Then go on and do what you planned on.

"My dad says"

Jerk: My father always said...

If you disagree you are insulting Dad. Solution:
Give Dad's statement a small amount of attention.

08 Alliances

Seeking an authority figure

Jerk is desperately seeking some authority figure he can get involved. Therefore: He can twist around whatever he hears into an overriding license to

continue this harmful behavior.

You will not trust Jerk, so he seeks allies.

Speak about the arrangement

A good arrangement came out of Jerk's previous escapades, and you are not going to have that arrangement trumped.

Ridicule you in front of Coworker

Ridicule you in front of Coworker. There is too much joking.

See: Handling the gang-up, page @.

Manipulation by Jerk...putting you in a corner

Jerk will attempt to put you into a trick bag. These are some of the toughest situations you will be in: Be wily. Jerk put you in a bad situation where he can nail you, and he expects you to behave as he thinks. But, no. You do some unexpected thing, and he is out in the cold.

09 Bully

Forces a bad idea through the system

Jerk forces his bad idea through the system. Stop Jerk early in the process. Reason: Jerk's idea will become worse.

10 Criticism

You cannot control what Jerk says about you

You cannot control what Jerk says about you.

Here are reasons Jerk criticizes you

1. Jerk wants to improve his image.
2. Jerk wants to gain power.

/Mix into the above/ Bad Director does not want progress.

Indicators:

1. Bad Director humiliates you.
2. Bad Director seeks compliments. Jerk compliments Bad Director. Bad Director favors Jerk.
3. Bad Director has unnecessary items. Then, Bad Director demands help with those items.
4. Bad Director cannot control Bad Director's emotions.
5. Bad Director chooses stupid strategies.
6. Bad Director is inconsistent.
7. Bad Director is unpredictable.
8. Bad Director panics.

Jerk encourages Bad Director. Reason: Jerk seeks power. Therefore, Jerk allies with Bad Director. Bumbler hopes to gain power. Eventually, Company will fail.

Jerk thinks about attacks

Jerk thinks about the following. Does Director hate Manager? Where is Manager weak?

Then, Jerk focuses on this area.

Jerk seeks alliances. Jerk talks with Coworker about you.

Jerk to Coworker: Do you like Manager?

Coworker looks at Jerk. If Jerk looks negative...

Coworker: Manager gives me problems.

Jerk: Good. I do not like Manager.

Coworker agrees with Jerk. Reason: Coworker is weak.

Now, Jerk has an alliance.

Symptoms

Problem 2 is an outgrowth of the Problem 1

Problem 2 is only an outgrowth of the Problem 1. What we are seeing is Jerk. You are counting the response amount. But, look at the serious origins. We should not solve the symptoms. We look at the origin. The behavior is simply a manifestation of the problem.

Bumbler: Jerk has bad behavior.

Why does Jerk have bad behavior? His behavior comes out in a strange way. Some of Jerk's problems are notable simply by looking at them. They are the obvious outgrowth of an unseen problem. He has a weird need to belittle Developer.

Address problems, not symptoms

You: My fear is we are treating symptoms, and not getting to the core. What can we do to cure this problem at the core.

Early stages

Degrees of misbehavior

That play is typical. However: There are degrees here, and we should measure the behavior in degrees. Go into felony and misdemeanor.

"I like" could signal a conflict

Coworker: I like Seller.
Coworker despises Seller.

Isolated incident or pattern

Understand isolated incidents

If Coworker rarely has the problem,
Coworker's problem should not be an issue.
Isolated incidents should be treated as small,
passing things. Know the difference
between what Coworker does occasionally
out of character and in character.

A pattern here

If this issue were isolated you would give
leeway. There have been similar rampages,
in fact, and you did not sound alarms.
How serious is the issue: Laughs and
worries
What you should inwardly laugh at:
Criticisms from coworkers

Worry about:
VIP attacks against your reputation
Understand a statement made in the moment
Jerk says an accusation in the flash of the
moment, and he cannot bring himself to
acknowledge his statement directly later --
with an apology or a similar statement. Bad
behavior is a part of Jerk.

The issue was never resolved. However:
You must ignore Jerk's accusations. Put
some good times between you and the
problem.

Keep small issues unimportant

Do not make unimportant things
important...simply to gain a position.
Instead, let Jerk get away with things
more than he should. Then, if he
goes too far (and he will) you can
show how you put up with a lot.
You: I did not say anything when...

Wait for the however

Jerk takes a tone when he brings up the key

issue -- one he decides to mention in order to behave like he acknowledges the issue.

Jerk: There is the issue of people dying.

We do not discount people dying.

Wait for the however.

Watch out if Director says your name

Watch out if she says your name. Saying your name is a sign of trouble.

Do not scoff at Director's concerns about you

Do not defend yourself now. You are not going to turn Director around, and you will only come across as stubborn and unwilling to change to what Director wants.

Keep your mouth shut and listen to what she is saying.

Director: You are too worried about the day-to-day, and you never see the big picture.

You: I am glad you told me your statement.

Be super-hesitant about legalities

If Jerk brags to you about how he is working against his past employer, avoid him. Companies do things wrong. Employees do things wrong. However: Do not work against Jerk after Jerk makes some misdeeds. Simply avoid Jerk.

Wise up

The problem is bad

Now you understand the problem. Now: How you resolve the problem?

Bumbler: I cannot understand! Why is this problem happening?

You will have this conversation...

Business Friend: I cannot believe this problem is happening.

Business Friend will give you advice. This advice has already been tried in the early stages.

No, Jerk does not have a point.

Now, you have a conflict

Jerk accused you, and now nobody is "seeking the truth" - Jerk is trying to prove his accusation. He could find some other charge against you. This charge "we picked up in the investigation." You are in a person-to-person fight -- if Jerk loses, he lose credibility, and have gone about trashing Good Coworker. Wake up and struggle with the accusation.

Wise up with the jerk

Jerk's level of audacity is off the charts.

Bumbler: How can he be a jerk?

And, Bumbler continues to fall for Jerk's antics. Wise up. Jerk steps on the niceness of coworkers.

Jerk cannot fool you

Jerk is talking to you. 60% of Jerk's audience is you. Although he can weave a story together and convince coworkers (40%), your 60% is not going to accept. Drop the real direct ones.

Nonsense

Your nonsense detector

Advantages to having experience: You do not put up with nonsense from anybody. Reason: You hear all of the nonsense, all the time. Bad Director attacks you, but Bad Director's attack is therapeutic. Nobody else can do much worse. Do not get too shook up about the attack.

Oh, we are supposed to be kidding ourselves

You think: I did not know we are all kidding ourselves.

Predict behaviors and confrontations

Like a meteorologist, be able to forecast behaviors and confrontations. You predict Jerk will misbehave. Probably, you are right.

Resolve to get through this crisis

Will you run or stand?

Director wants to know if you will run for cover, or you stand up to a situation.

A weaker spirit will not run you

Do not let Bad Director run you.

Should your life be run by Bad Director?

You are supposed to be controlled by a chronic liar.
Hmm. Do not be!

Your self-esteem rules

You think: I have too high a self-esteem, so Jerk's line fails with me.

The attacks strengthen your resolve

The attacks only strengthen your resolve.

Understand there is a mysterious problem. Reason: Jerk fights so much.

Devote the time

This problem cannot be resolved at that moment. Resolution will not happen now. A wound will not heal by you saying...

You: I wish I would not have bumped into that problem.

This problem will not heal so quickly either. Do not continue the discussion about the subject. You have nothing more to say on the subject.

Look for eye contact with coworkers who might support your position.

You have two choices.

1. Say nothing.
2. You: My intent was not to [play back Jerk's word - "be rude," "offend you"], and I apologize.

Which? Your answer depends on your situation - but at least you have two workable responses instead of floundering.

Get out of the situation as fast as you can. Then, wonder if the situation will go away or get hotter. You do not know.

1. Start working on other things. Act like the situation did not affect you.
2. Quietly make your points. Reason: The situation might get hotter. Have facts in your pocket. These facts support your assertion. But, you only say them in response, and have them like they have long been a part of your knowledge base. Do not reverse your statement because you may believe your statement.

If Director mentions the situation, be surprised. So,

that problem is raised again.

You: Oh, my goodness. If that problem bothered anybody, I will apologize to anyone. My intent is positive.

Probably, Director will not ask the following:

Director: What was your intent?

You: We had a conversation.

Director: What was the conversation about?

You: Jerk might be much better than me here. I am trying to think what the conversation was all about.

Note: Your "we had a conversation" is an inadequate answer. Good. Do not give Jerk a full answer. Reason: Jerk will use your words against you. Note: This problem has become a conflict.

1. Jerk is the offensive force, and you are deeply entrenched and hard to get at.
2. Who is right with the point is now no longer relevant. Jerk is trying to defeat you.

The less you say and do, the less opportunity Jerk has to jump on anything. He will be reduced to saying...

Jerk: Manager did other bad things as well.

Do not seek relief from Director. Probably, she will vote against you. Reason: Probably, if you ask for support on your own behalf you will not get support. Unfortunately, you request the right to say the kinds of things you did. You turn this issue into a policy situation. Should Company allow these statements? Anything toward policy is first and foremost for the protection of Company, so you do not want things "on the books." The books are no good at handling the subtleties of conversation and coworkers working together.

Jerk says you offended him, and Director believes Jerk. Given time, you can have Director change her mind and...

Director thinks: Jerk is touchy about things. You cannot say anything in front of him.

Reason: Jerk is the attacker and you are the defender. Because you did not fight back, Jerk

needs to take responsibility what he did. And, the situation will not be good, because Good Coworker likes to be free to talk around coworkers. When there is a conflict, perspective is missing. The conflict is bigger: you and Jerk had a conflict in the office. You succeeded in not making a scene. Instead, you have the conflict be, at max...
Jerk: He was upset with you.

You are here because you are able to fight. You are not here because Coworkers thinks you are nice. There are conflicts all the time. Everything said in the marketing advertisements about "working as a team, we..." is wrong.

The point is: You are in there battling, and you do not have enough for you to succeed. Example: You are not Director's child. You are expected to go in with less and do a lot.
Wear Jerk down

Take the time to shut Jerk down

Time and energy must be spent shutting down the operation Jerk is spinning up. You are keeping him from being able to go anywhere, to turn the situation into a different issue.

The Cold War took decades

For over 40 years, our best political and military minds fought a cold war. Operate in a similar way to accomplish Company's goals.

You will end the conflict

You think: Jerk started this conflict, but I am going to end the conflict. I am up for the challenge.

03 Respond

This instruction goes from the easiest to the hardest situations. But, do not flip to the end for "the great fight scene." There is not one. Reason: You will not battle.

The structure is already set

In @ we talked about /nice person/
See Enthusiast' on page @ /demeanor/

You can defeat Jerk

You can defeat Jerk. One reason: Jerk has one maneuver.
Defeat his maneuver, and he cannot produce a second

maneuver. Reason: Jerk is lazy.

360. /Other reasons./

Jerk is lazy.

Jerk wants to defeat you. However, Jerk's abilities are limited. Reasons: Jerk is lazy.

Jerk does not have alternatives. Reason: Jerk is a bad player.

Stop winning

Stop winning. Reason: You will not win. With Coworker, there should be no winning in a competitive sense. If you must win, you win when you do not fight.

Do not take zeal into a conflict

Tell Coworker there is truth to what she is saying. However: Coworker has speak diplomatically.

Often, these stupid moves come about because dynamic but misguided Bumbler has a crusade, or personal vision. Bumbler attacks overwhelming perceptions about Product. Unfortunately, Bumbler's zeal makes him rush into the conflict, one person against the world. And, Bumbler takes the problem down with him.

There is no "great fight"

When two coworkers argue, both lose, so this book does not get into "winning an argument."

Vulnerabilities

What are your vulnerabilities?

What are the kinks in your armor?

Where are you vulnerable?

Answer this question when you are driving somewhere. In what three ways are you vulnerable to criticism?

- ~ Perhaps you get in late.
- ~ You have a messy desk.
- ~ You use bad language.
- ~ You get reports in late.
- ~ Your work is inaccurate.

One of these things could well come around and hurt you. Do not look at these things as problems you cannot fix. You can fix them. You will not hurt when you fix them,

and Jerk cannot hurt you by using them.

Your enthusiast attitude (page @) makes you vulnerable

Your pleasant demeanor has Jerk thinking he can...

~ knock you down

~ show how tough he is

~ nourish his terrible insecurities

~ rise in Company

Do well and you will be a target for attack

When you do well for Company and behave yourself well, prepare yourself for a big overreaction when you blunder.

Jerk who screws up all the time gets a quiet pass on his latest mistake. But, this reprimand against you has been building... and building. Therefore, you are not better than Jerk.

There is no good answer to this question. You must take the punishment. Reason: You will be seen as sloughing off responsibility -- another mistake.

Focus on Company's best interest

Reference "Company Related," page @.

You: We operate in the best interests of Company. I may have to fight. I will fight.

Jerk must perform in Company's best interest

Jerk has to be aware if he attempts to do anything not in Company's best interest, you will speak about Jerk's attempt. You will do speak decisively and within the bounds of Company and fairly. You are fair. If not there are always going to be wacky acts on Jerk's part.

The directives are there for you to perform in Company's best interest.

Perform within Company

Perform within Company, and simultaneously in a way Jerk will understand.

Jerk's duplicity is a cancer on Company

Company related

Company wants peace

Company wants peace, but peace does not come about. What brings about the peace is structure, and willingness to cooperate.

Company wants peace
Company wants peace, coordination, and
cooperation.

Beware of blame spreading to you

Company wants to spread around the blame. And, you open yourself to blame. Rightly or wrongly, you open yourself up to these accusations. Recognize the need for Director to even the balance. He needs to come after you for little things in order to level the playing field.

Director: You also did some things.

Therefore, you give Developer nothing. Do not make sarcastic remarks, and raise no incidents. Do nothing.

Be wary of blame toward both of you. Therefore, defend yourself and do not attack.

Unless Coworker made a serious violation, and you believe his reckless behavior will keep going. Then, you must respond.

However: If you are in a position where Coworker has forced you to defend yourself, you can make an effective argument. You did not instigate this attack, and you are only defending yourself. Then, your best defense is a good offense.

Bad Department prevents your progress

Other Department manager: My team cannot complete the assignment.

You have a problem, because your department cannot complete the assignment. Do not discuss the problem with Director before Other Department Manager discusses with Director. The problem belongs to Other Department Manager. Other Department Manager seeks a reason to blame a coworker for the problem. Reason: If Other Department was good, Bad Department would complete assignment. Therefore, Other Department is bad. Bad Department fails. Bad Department cannot accept responsibility for failure, so Bad Department blames.

You are involved in a dangerous situation, because Other Department Manager might blame you. Therefore, you behave nice. Be helpful. Focus on Director's orders. Say Director's orders to Other Department Manager. Suggest

an alternative to Bad Department Manager. He will reject your alternative, because he is lazy. Reason you suggest: Director discusses Bad Department's situation with you. You: I know about this issue. I was helpful with Bad Department. I suggested an alleviative solution to Bad Department. Volunteer to complete a small task for Bad Department. For example... You: I can organize the files you.

Let Other Department Manager explain the problem to Director. If you are in this meeting between Other Department Manager and Director, you are lucky. Reason: Other Department Manager will not blame you for the problem. Reason: If Other Department Manager blamed you, you could defend yourself.

You: I am not Other Department Manager.

Bad Department will not provide other solutions, because they are stupid.

You to Director: Also, I volunteered to organize files. Director: You should volunteer to lead the entire project. Imply: You are responsible for those decisions.

Participating with Bad Other Department Manager
Bad Other Department Manager: We cannot complete our project before the deadline.
Focus on his deadline and your deadline.
You: You, Director and I should discuss this situation. If Bad Other Department Manager lets you meet with him and Director, you are lucky. Reason: Bad Other Department Manager will not blame you in a /direct/ meeting. Bad Other Department Manager is a coward, so he will blame a different employee.

There are numerous deadlines.

Deliver Director's orders accurately
Bad Other Department Manager: I cannot accomplish Director's orders. My department is processing other assignments.
Give Bad Other Department Manager suggestions. Reason: Director might blame you for Bad Other Department's

incompetence. This situation is not logical, but you are involved, because you conveyed Director's orders. Therefore, give Bad Other Department Manager, so he could obey Director's orders.
Director to you: I am angry, because Other Department will not obey my orders.
You to Director: I suggested to Bad Other Department Manager that he change his department's priorities. Bad Other Department Manager cannot obey Director's orders. Probably, Bad Other Department Manager blames you. Reason: You conveyed Director's orders. Director might accept Bad Other Department Manager's assessment, because Bad Other Department Manager is popular in Company. Help Bad Other Department Manager obey Director's orders. Reason: Bad Other Department Manager will blame a different employee for his incompetence. Probably, Bad Other Department Manager will not blame an employee in his department, because he participates closely with them. You are involved, and you are not in Bad Other Department Manager's department. Therefore, Bad Other Department Manager will blame you.

Bad Other Department Manager wants Director to fire you. Reason: You are great at the game, and Bad Other Department Manager is weak at the game. Bad Other department Manager is incompetent, and he wants to conceal his incompetence from Director. Therefore, watch Bad Other Department Manager blame other employees.

Bad Other Department Manager is not focused on getting strong results. Instead, Bad Other Department Manager is focused on concealing his incompetence. Understand this aspect of Bad Other Department Manager, then you will be prepared for his blames.

Think about the situation thoroughly

Have the answer already.

If you are not prepared for the conversation, do not try to be brilliant off the cuff. Shut the conversation down gracefully and revisit the conversation later (if you must). Note: The great speakers in history prepared for major statements they made. Example: Abe Lincoln thought about a matter -- he manufactured his brilliance. Do not have a reputation as a brilliant on the spot responder.

You: That reason is good. I will want to think about that reason

and get back with you.

When you are alone and preparing for a showdown. This showdown might or might not happen. Run your harsh response through your mind. You will tell Jerk off. Then, decide to say nothing. You will simply have a blank look on your face. Reason: A blank look will get to Jerk.

Relating on two levels: think and say

These alliances exist on two levels.

~ "think about Coworker"

~ "speak to Coworker"

"Is there a problem?"

Stand your ground with questions. If Jerk is being out of line, ask...

You: Do you have a concern?

Hesitate before sticking your neck out

Do not be so ready to stick your neck out. You open yourself up to defending things you would not have to. Instead...

You think: Let us give this topic a few days and see what happens.

Initial strategies

Avoidance

Ignore the conflict

The power of silence

Quiet covers over you

Let Coworker get the speech out of her system.

Have the right demeanor in a meeting. Let us say you are in conflict with Jerk, and you want to start.

Jerk: I want to speak first.

Let Jerk speak first. And, your starting now has lost its benefit. Reason: Director believes you manipulate. Director is wrong.

The attack did not bother you

Do not show you were clearly stung 1/2 hour ago. Hide behind your e-mail for a while. Hunker down and get things done at

your desk.

Being offended introduces conflict.
Therefore, being offended is the plague.

You cannot let on things effect you. For example, your father dies. If you admit you were torn up about your father dying, your admission will cast a pall over all of your projects for some time to come. Keep the quantity of Project as high, if not a little bit higher. And, you keep your spirits up. Talk about situation in a positive way.

You: I was lucky to be with my father all these years.

You reduce the number of those who think you are torn up -- and your Project is worse.

The best position to be in is the "say whatever you want, you will not bother me." Do not try to stop Jerk from speaking. Do not overreact. However: Give Jerk the impression he is not getting through to you.

Do not consider every small slight/interruption/other form of rudeness or inconsideration to be an attack on your honor. Do not get upset about those things. Throughout our history the greatest powers have shown a reluctance to get tied up in every quarrel. The conflict is not worth bothering about. Avoiding conflict enhances your character, not take away from your character.

Let the issue pass

Not caring: your best response

Let Jerk believe his statement is rolling off your back. His statement is not sticking to you at all.

Therefore, Jerk's statement has made no impact on you, and Jerk looks like an idiot for nothing.

Do not get into the issue

You: I am just going to be in the middle.

Bad Director: Why is not Jerk helping you?

You: Umm...I suggest you ask Jerk that question.

Bad Director: No, I am asking you.

You: I am just going to get in the middle. I ask you, speak to Jerk directly.

Bad Director: What is going on?

Watch out – Director traps you. Bad Director already knows about Jerk. Director has even complained about Jerk. Bad Director wants you to be negative. Reason: Your negative statement can be her excuse to make changes.

Bad Director to other Director: Manager told me Jerk is not helping.

Bad Director will describe the situation like you went to Director and complained.

Therefore, there is nothing on Bad Director.

You: I am in the coworker role. Coworkers with eyes and ears know what is going on around here.

Director: I do not understand what you are saying.

You: I would ask you look around more. I suggest looking around more will be beneficial to you.

If Jerk comes to you...

Jerk: Director is all over me about this problem. I know Director came to you. Did you complain about me?

You: No.

Jerk: What did you say?

You: I suggested she talk with you about anything.

You did Jerk a favor. He can speak for himself.

There are plenty of ways to communicate in this company. Jerk does not need you speaking for him. In fact, Jerk would try to use your statement against you to blame you.

You: [Anything positive.]

Jerk: I wish you would not have said your statement, because now...

The problem is: Company has a worthless Jerk who gets away with a lot. Your situation is only a bad outgrowth of this arrangement. If Director is to be effective, she needs to address the cause rather than waste time with the outgrowth.

"I do not want to participate"

You: I do not want to participate.

You are damned if you do/do not.

You want a reputation as not discussing sensitive things in Company.

No investigating

The mistake is thinking the conflict will be like TV, with an investigator pulling carpet fibers off clothes.

Do not hound Jerk. Your mission is not to disprove Jerk's lie, unless Jerk's lie goes too far or will hurt Coworker.

Bumbler: You are standing by and letting him continue. You are wrong.

Jerk is wrong. You are not Company's police officer. If you are asked about Jerk's statement...

You: I do not want to discuss the statement.

Talk with troublemaker as little as possible

Talk with Jerk little, because he will distort your statements.

The insult is meaningless

Jerk insults you. Pretend that Jerk's insult was meaningless. Maintain the same look.

You: Let us discuss the objective.

Then, ask Jerk a question about the objective.

Jerk: I said, "You are incompetent." Did you hear me?

You: Yes. I request we discuss the

following /subject, topic/: We talk about the objective.

Do not argue about Jerk's insult. Reason: Jerk wants you to argue. Also, Jerk avoids the objective. You want Jerk to discuss the objective.

Make cooperative statements

Reason: Coworker is silent. Coworker does not say the following to Bad Director: "Let us discuss a progressive topic." Reason: Bad Director scares Corowekr. However, Bad Director cannot scare you. Therefore, transition Bad Director to a progressive topic.

I was in Boston, and I videotaped the grave of /. I said, "A man who was buried with his horse below him." And this couple looked over at me.

Do not confront Jerk; here are reasons

1. Jerk will not improve. Bumbler asks Jerk to reform. Jerk does not reform. Bumbler exposes Bumbler's feelings about Jerk. Bumbler exposes Bumbler's feelings about Jerk.

Jerk to Director: Bumbler hates me.

Jerk cries.

Director complains to Bumbler. Instead, Bumbler should conceal Bumbler's feelings about Jerk.

2. Jerk learns the following: Jerk annoys Bumbler. Jerk is happy. Instead, act /oblivious./

3. Jerk should not understand you. You are a mystery.

4. Jerk believes the following: Jerk can defeat you. However, you can defeat Jerk.

5. Jerk believes the following: Manager is weak.

Reason: You defend. You do not attend.

Emotions in check

Keep your appalls to yourself

You are appalled. Therefore, stay quiet.

Let your anger subside quietly

Do not speak out when angry. Do anything else. You are ready to tell Jerk off, but do not. You did not fight, so the situation is not resolved. Jerk is not satisfied, so you win.

You cannot take back anything you say.

When you are emotional about an issue, say nothing. Reason: You have a non-emotional side, and in time you can be non-emotional.

Company does not want to see emotions. One reason: Emotions show a loss of control. Director will worry you will not have control in other situations.

Do not be abnormally upset

Good Coworker is abnormally upset by Jerk.

Your capacity for pain

Your success increases with your capacity to take the unfair punishment. Also, increases your capacity to not need to be liked. You still like coworkers. However: Your stoicism is key.

Note: You will know you can take anything.

Let Jerk's reputation calm you

Do not be upset. Become calm. Reason: Jerk has a bad reputation. Director knows the following: Jerk is reckless.

Do not take the bait

Do not bite

Do not be goaded into making statements. Jerk will use your statements against you.
Jerk: You think I am a jerk, I know.
You: No.

Otherwise, Jerk's statement turns into him saying...

Jerk: Manager said I am a jerk.

Do not accept self-deprecating statements

Coworker: You have to listen to me ramble on and on.

If you agree, you are dead. Therefore...

You: No, no, all is well.

Do not say what Coworker say about herself

Coworker is self-deprecating. You cannot use what she does.

Bumbler: You said you are a food grubber. Coworker gets offended.

Do not take the bait

Coworker: I was being obnoxious.

Do not take the bait. If you say yes, Jerk was thinking he was somewhat justified in what he said, and get a little angry with you.

Also, you should have spoken before.

Therefore, withhold what you believe. Be gracious.

Go the long way around

Everything extensive is done. Reason: You tried all these rational methods and were met with derision by Jerk. Therefore, the conflict is a long process. There are no shortcuts.

Go the long way around to not hurt Coworker's feelings

Go the long way around to not hurt Coworker's feelings. You can work extra hours. However: You cannot eliminate an insult.

Run the other way

The moment you sense Jerk likes stirring things up, avoid him.

"I apologized to keep the peace"

You: I apologized to keep the peace. I did not want the situation to get worse.

Apologize...for the alliance

Apologize for the sake of the alliance. If you finally end the alliance, you end the alliance after you did everything you think

possible to keep things going.

You: I humbled myself. I apologized, though Jerk was at fault. But, Jerk's bad behavior cannot go on. Instead of giving positive reinforcement and helping the alliance, I am inviting Jerk's cruelty.

Apologize. Then, let Director judge who was right and who was wrong. Jerk is a jerk, so he will show his bad behavior in another incident. And, you said...

You: I apologized, and I ask we end the issue. Now this issue occurs.

You come across as a magnanimous Manager, and a conciliator. Jerk looks terrible.

Tell Director the mistake before she tells you.

Therefore, you give in, apologize, and go along with Company. Reason: You participate in a marathon. And, you will find the opportunity.

You made a mistake.

Director thinks: Are you going to apologize, or rationalize, blame me, nail Coworker, con me by saying the mistake was a good thing - or some other game?

Apologize for a misdeed. Probably, your apology is cathartic for Director.

A sincere apology and recognition of your mistake can start the recovery.

Coworker makes insincere apologies

Coworker apologizes. Probably,

Coworker is insincere. Here are

reasons Coworker apologizes.

Tomorrow, Coworker wants to make a similar mistake.

Coworker avoids punishment.

"I apologized to Coworker"

Coworker is angry with you. Apologize to Coworker.

Director to you: Coworker is angry with

you.

You: I apologized to Coworker.

Keep the issue from being a problem

Do what Jerk wants so there is no problem

Do a certain thing simply because you do not want a problem.

Example: You will wear what is customary in Company. You do not receive statements on your clothes, and you seldom receive compliments. Your office clothes are not an issue. Good.

"I do not want the matter to become a problem"

You are fair about a matter, but the matter still becomes a problem. Change your course.

Probably, the problem is unfair to you. Politicians can be fairly accused, found not guilty, but still be a liability.

You: I do not want the matter to be a problem, so I will stop.

Hopefully, you have ended the problem. You are not trying to win a point. Frankly, you want Director to stop thinking about the problem. Let us get on with the real objectives.

"I used to be that way"

You get more credibility if you can say...

You: I used to be that way.

See "Careful Talk" on page @.

Hold that thought

Keep your thoughts secret

Learn how to keep things to yourself. You gnash your teeth over Jerk's behavior.

However: You will not say anything. You might explode in four years.

You cannot state your intentions.

Jerk is a big mouth. He gives you gossip.
Therefore, he will tell gossip about you.
Reason: Jerk likes to gossip.
Be proud of what you did not say.

You want to say everything you were thinking. The problem is: The tables can turn in a flash. Suddenly, you need Jerk. And, here you were an arrogant jerk. Jerk would like to see you gone. If the tables turn and you have been good to him, Jerk will want to help you. One reason: Jerk wants to keep Good Coworker, because Good Coworker makes his success a little bit easier to come by.
Bite your tongue.

Quiet yourself before Director quiets you.
You: Be quiet, [your own name].

Be somewhat revealing rather than unrevealing

Better to be somewhat revealing than to behave as if you are unrevealing. Do the latter, looks like not straight with Coworker. Coworker hesitates to be revealing with you.

Nothing you say in a group conversation should last more than 25 seconds. Points will be lost, and Coworker will be anxious to speak.

Stay well within the bounds

Come back more strongly, but remain well within the bounds.
Have a section on the bounds.

Reasons

01 Major reason: You do not know all

You do not know all. You have one story. Everything else would be presumptuous.

02 Hold your thoughts to increase the

value of them

The more you squander your thoughts, the less value you have in Company. Be known to smartest Developer as one who understands things but does not over-volunteer information.

However: If Coworker asks you...
Coworker: What do you think?
Probably, Coworker will not ask you this question. Reason: Most coworkers do not play well. Do not give a...

You: Aw shucks, I only know my job.

You should not talk about this subject. Therefore...

You: Those kinds of subjects are always sensitive in a company.

You have spoken expansively, so your statement does not have much impact on the matter at hand.

Being successful equates with how you can go without fully speaking your mind.

Keep your thoughts to yourself, and appreciate them. Value them. Be glad you keep these things to yourself. Bumbler tells his thoughts, so his thoughts have no value.

Do not tell your thoughts. Reason: Telling your thoughts gets you nothing. Your thoughts have more value when you keep them secret.

03 Jerk will be furious

Be restrained, uncaring and upbeat. Jerk will be furious you are not outwardly obsessing like him.

04 You will be glad you stayed quiet

Often, you will regret speaking out. Do not regret staying quiet. You might regret not having the right words at a particular time, but that

time will come again. Now, you strike.

You: No, that action was wrong.

05 No, Coworker does not "have to know"

Do not hide behind the following idea: Coworker has to know the matter occurred. She does not.

Coworker: How could Jerk have no heart?

You hold Jerk up to your standards. Realize Jerk does not come near your standards. He does not have your sensibilities, ethics, or sense of taking care of each other. He has none of these things.

Note: Jerk is a jerk. Then, and behave accordingly. Do not try to change Jerk's mind. You are up against too much.

Imply: Jerk will not succeed with his actions.

Jerk does not like your move. Good. Jerk will not get a free hand to pull this stuff. Coworker gets too wrapped up about reform...about bringing Jerk around to understanding. Do not try to reform Jerk. Instead, keep Jerk in his box.

Art of acknowledgement

The art of acknowledgement

Good marketing management is the art of acknowledgment.

01 "I understand"

"I understand"

You: I understand what you are saying.

This phrase is meaningless, but this

phrase lets you get out of bad situations. Jerk wants to bind you, but he is failing.

"I know what you are getting at"

You: I know what you are getting at.

"I understand you"

Do not get drawn into things. Listen, and then say the following:

You: I understand you.

Your statment has no value. Good.

Jerk is railing against Company, but you want to know Jerk's game. Fortunately, Jerk wants to do the talking anyway -- he cares little about what you say, except for agreement -- so you say a small thing and ask a question, and off he goes. And, you said nothing. Questions are not complaints.

Acknowledge the statement

Coworker makes a statement. Make sure you acknowledge Coworker's statement before you jump into what you wanted to say all along. You make Coworker believe you were not listening to him.

02 Say Jerk's lines first

When Jerk defends himself, acknowledge his points. In fact, raise the points first.

You: I am not trying to make a whitewash. Jerk has done kind acts, and I appreciate them. Like most issues, there is gray. But, I am trying to explain -- in this short period -- what problems there are here.

03 Say what you did not know

"That idea is great"

The smart ones are those who say...

You: That idea is great. I am going to use that idea someday.

"I not consider that idea"

You: I did not consider that idea.

04 Give in...A little

Give in on smaller points

Often, give a little.

You: I agree. We should have chosen red instead of green.

Pride can be shelved for a day. You will give up the point, even a major point. Reason: You will win in the end. Therefore, do not be stubborn, be sly.

Give Jerk unimportant information

If Jerk is fishing for scoop, give him unimportant information, and you thwart him. Rather than holding back, Jerk believes you are telling.

Appreciate a correction

Coworker corrects you. Appreciate Coworker's correction.

Give up small to enhance credibility

Acknowledge small points to enhance your credibility.

Acknowledging small points makes Director less likely to put up a wall around her. She will not give if she sees you standing like a brick wall. Coworker could say afterward...

Bumbler: I won. I did not give up a single point.

Bumbler is losing, because Bumbler did not bring her around. If you consider a stalemate winning, you must be happy going nowhere.

Agree after 2/3s of the way

Talk with Coworker. Initially, if you are in disagreement, make sure you agree about 2/3 the way through.

05 "You are right, but..."

You: You are right, but we will try to complete the task another way. You are good, and maybe I am sending us down the

wrong road, but... I know I am speaking to the god of [direct mail]. And, god has shown me the light. But, I am going to hope this god is merciful, because...

Saying Jerk is right without coming across stupid

When Jerk is right, say so. However, realize...

Jerk thinks: Manager is stupid.

Perhaps you will get farther with not ever admitting, but your credibility goes down.

Say you like Coworker's creation...then change the creation

You: I like your creation. Now, let us change parts of your creation.

Say what you like about Coworker's project. Otherwise, the walls go up.

Do not base your conversation on what you do not like, but what you do. Also, talk about where Project can go from there. The part you think is way off, that part does not get much conversation. What you say is constructive. Do not tell Developer her Creation is bad.

Instead, say that creation is not on the mark. Remind Developer of her past success.

You: Let your past success inspire you now.

Acknowledge good sense

You present the project to Director. Director rejects the project. Listen to Director's reasons.

~ Director's reasons are good. Acknowledge Director's reasons.

~ Director's reasons are bad. Ask more questions. You recommended.

Director decided, and you will follow Director's decision.

You: I will do a lot to get strong results.

Your presentation needs to end on a positive note, even though you are angry inside. You are walking a tightrope.

Here is a line you will want.

You: Do have any thought you have about how the project should proceed?

Pay close attention. Do not automatically do Jerk's statement, remember the statement, and use the statement later.

You, later: You said we should follow a certain procedure. I thought about your procedure.

Why you do not fight back

1 Three times the power

As the attacking force, Jerk needs three times the power. Hunker down. Business Friend advises you to fight back. Probably, she is wrong. Fight if Jerk has that triple power. Then, you pull in your powers.

~ gaining alliances with Coworker

Reference: "projection" on page @.

2 Jerk's attack reflects poorly on him

Jerk humiliates you. Therefore, Jerk looks bad.

Jerk's disruption backfired

ImPLY: You failed in your attempts to disrupt Company and drag Company into your bizarre world. Your attempt backfired. In fact, your disruption strengthened us.

Let Director see who Bad Coworker is

Let 'who Bad Coworker is' become obvious.

Be noncommittal about a Jerk

Be noncommittal about Jerk. You are criticizing Jerk. Nothing nice to say, say nothing...

Let Jerk's outbursts go through Company. Learn what Coworker thinks. Evaluate. Reason: These outbursts disturb the objective.

Let Director participate with Jerk

Jerk is being a jerk. Director does not get the reason, and she blames you. Therefore, give Director opportunities to participate with Jerk. Your assessment about Jerk is right. Soon, Director will agree.

Then, you participate with Jerk. Director will determine you are great Manager.

Coworker knows where Jerk is coming from.

3 Fighting reveals your weaknesses

Do not fight. If you fight, you reveal the weaknesses in your position. Be peaceful, and you will be mysterious.

4 Not fighting is winning

Do not fight. You win by saying you do not want to fight. Jerk makes his point, and he waits for your reaction.

You: OK. I will talk to you later.

Win by hanging in there

When you have no reaction you are winning. You are winning. Be happy. All this insanity is going around and you are a blank. If you want to help you...

You: I am making points here.

Example: Jerk suggests you create two projects. Jerk wants to double your activity. Jerk does not care. You speak about prioritizing, but Jerk does not give up.

Jerk: You should do create two projects.

You: I understand your statement.

You are done. You did not lose. You put time on your side, and you look for opportunities to improve. Example: Maybe you will create one project and point Prospect to a different area on your website.

5 Let Jerk's worst enemy defeat him

Jerk is his own worst enemy. Stand back and give

him room.

6 If you fight, suspicion will come in

Do not fight too hard about things. Give in quickly, or suspicion will get raised to skyrocketed proportions, and everything will get out of hand. The situation becomes, "The battle over..." And, a battle is the last thing you want.

7 Do not fight when you will not win

Do not fight when you are unlikely to win. Jerk is concerned about an issue, and Bumbler calls him extreme. If Jerk has strong beliefs, Bumbler will only hit a hot button. Instead, let Jerk wonder if you could have won. Jerk does not know everything you have.

8 You are only fighting Jerk's conflict

Jerk wants you to fight his conflict for him.

You will be at the center of ridiculousness. The argument made to you will get ridiculous. Instead of shouting Bad Director down and causing conflict, realize he will not hold much sway. Example: Bad Director: I had no idea mailing to 5,000 people would be expensive. You should have told me. You think...

1. The costs are right in line with the effort to mail out 5,000. At the time, nobody's focus was on the costs. The entire focus was on...

Bad Director: We need to do this extra assignment. If you were crunching number you would have been out of step with the goal.

Instead of arguing these points, stay silent. Bad Director is not going to get far with his "I had no idea" position. Bad Director will look like he does not know basic marketing costs. Bad Director calms down. Probably, he will realize his position will not get far, and he will take another tact. Meanwhile, you raised no ire.

You have a certain budget, but ...

Director: Send a message out to these other 5,000 Prospects.

Be careful with your response. Reason: You are

sending the wrong signals if you say...

Bumbler: That amount is not in my budget, but...

Later, Bumbler opens himself up to...

Director: We had an opportunity to reach 5,000 prospects, and reaching those prospects could have worked great for us. But, you were more concerned about saving money, and you only reluctantly agreed to produce the advertising. I blame you.

If you think reaching the 5,000 Prospects could be helpful, respond enthusiastically. Then, inform Director about the opportunity and the expected costs, and let Director have advice.

9 Expand the scene to avoid conflict

There is no need to fight. There are many assignments. Use this fact as the way to bring coworkers together and accomplish more.

Characteristics of not fighting back

What is bad

Do not vehemently disagree

You walk a tightrope. Director believes this creation will get strong results, and you disagree. You have a predicament.

Probably, Company will proceed. Business Friend will tell you how he once stood up as the lone voice of opposition and blasted the higher ups for using this stupid creation.

Invariably, this story ends with the storyteller being vindicated. Maybe fired, or disgraced, but at least vindicated.

These always make for good stories, but in most situations, disagreeing is not a good tactic for you. The problem is: You are a participant in the strategy of the plan and in the implementation of the plan. If you openly denounce this bad plan, you will be held partly responsible for its inevitable failure.

Bad Director: The plan did not fail because the plan was bad. The plan failed because Manager disagreed with the plan. Manager

did everything possible to prove herself right.

You throw 20 hours a week into making this bad plan a success and your Herculean effort pays off with a success, you should get credit.

You: I was wrong about the strategy. I did not think the strategy would get strong results, but we succeeded.

You reputation as a strategist is damaged.

You said this plan would never be successful. The plan is now five years old. There is a solution, but the solution will take more time than simply blurting out...

Bumbler: You are an idiot. You coworkers are nuts if you think this bad plan will be successful.

Ask positive questions about the strategy to all coworkers involved in the strategy.

You: Do you believe the strategy is good? Discuss the strategy with coworkers. Do not make snap decisions.

Lay the groundwork. What happens in four years is dependent on what you are doing now.

Invest time in Coworker, and the alliance grows. You see an article you know interests Coworker, and you e-mail article to her. Be genuine -- do not start tossing things out to Coworker or you are ultimately discounted. You keep your name out in front of them. You are not a long ago memory, like other coworkers he has worked with -- had a good alliance with -- then lost touch.

If you are arguing against a plan, do not belittle plan. Or at least be sly. Let Jerk's own words hang him. Also, do not put your own little jibes in parentheses. Make your points fairly and accurately. Director will listen to your argument.

No shut-downs

Bumbler: That issue is not relevant.

Instead, you say...

You: That issue is relevant. Another issue is also relevant.

Then, follow with a reaffirmation of what she said, saying the statement a little different. Also, tell Coworker you like her idea.

Do not patronize

Bumbler: Fine.

Bumbler is being defensive.

You: Yes.

Say "Yes" short and flat.

You: Yes.

Do not throw down the gauntlet

Do not challenge anyone.

One bad cancels tons of good

One bad thing cancels out good things.

Probably, talking will fail

Will anything you say make a difference?

Probably, no. Therefore, do not say anything.

Will conversations about issue resolve issue?

Probably, no. Jerk talks with you directly about the issue, because Jerk is using a tactic. However: Jerk is the one acting like a jerk. Jerk will continue behaving badly. Therefore, you talk in generalities and loftiest.

Non-statements

Reference: Saying nothing for 20 minutes on page @.

"Jerk is one of a kind."

Director: What do you think of Jerk?

You 1: He is one of a kind.

You 2: He is a real individual.

You 3: He says what he thinks.

You said nothing. Good.

"The inimitable..."

You: The inimitable...
You compliment Coworker.

"Coworker has a tough job"

Be empathetic with Coworker. Say she has toughest assignment in Company.

"You have spoken" to conclude

These are good ways to conclude a conversation:

You: You have spoken.

Conflict: non-replies

List of non-replies

You 1: I understand.

You 2: I am sure you are doing what you think is right.

You 3: Being here is a privilege.

Meaningless responses

"I need to think about that subject"

You can easily be drawn into things you do not want to do. One thing is to think before you reply.

You 1: I will think about that subject.

You 2: Just...can you give me one moment to give you an answer to that question?

Do not let Jerk drag you down crazy roads. Stay attentive. Take in what he says.

"I am taking in information"

Reference: Exploring, on page @.

You: I am taking in information.

Focus less on making defensive statements, and more on what Jerk is saying. Reason: You can say specifically you addressed these issues. Be in an absorbing mode. You took an emotional hit, and your reasonable rational self will come back. But, do not let emotions take over.

"This situation is remarkable"

You: This situation is remarkable.
If speak flat you can be sympathetic.
However: You are not committing
to her way.

"I have not heard this information"

Define issue differently, so Jerk stays
focused.

You: I have not heard this
information. This information is
interesting.

Evasiveness

Reference: "Saying nothing for 20 minutes"
on page @.

Be glad about what you did not say
Bumbler talks about being heckled, and he
says later...

Bumbler: I came up with a great comeback.
Bumbler is wrong. Do not give clever
rejoinders on the spot. You are not
interested in crossing verbal swords with
anyone. You are working toward the goals,
and you ask Jerk to participate with you.
Company is not looking for theater.
Company wants you to get strong results.

Be vague

You are retelling a story and do not
want Jerk to know details, do not lie
and come up with other details. You
will never remember. Be vague.

You: The story is too lengthy.

Be vague with Jerk

Jerk is vague with you. Therefore,
you are vague with Jerk. For
example...

Jerk to you: You should do more.
You: OK.

Jerk hopes you will refuse to help
Jerk. Reason:

Jerk to Director: Manager will not
help me.

Therefore...

Jerk to you: You must help me.

You: Yes. I want to help everyone in Company. I must prioritize my activities.

Jerk: When will you help me?

You: Director sets my priorities. I will talk with Director about my priorities.

Being evasive -- we all are

We are all evasive. The only question is who is better.

Evasive is good

Being evasive gets criticized, but being evasive is essential. If Jerk asks you a question, do not over-answer him. Do not give Jerk a full answer if you think you can.

Not being direct

Do not be direct with Jerk. He messed you over, so Jerk might come around and measure how badly you are taking this misdeed from him.

One solution: Avoid the issue. Do not speak with Jerk about issue. If issue arises, you say...

You: Do not worry about issue.

Reasons:

1. Issue is indeed in the past, and nothing will change issue.
2. Keep your options open.
3. Build your reputation as gracious Manager.

Indirect

Be indirect

Coworkers brag about speaking directly. However, you speak indirectly. The cowboy way is to say...

Coworker: I say what I think.

But, Coworker is wrong. Listen to Coworker. Coworker does not speak directly. Coworker is role-playing in the game.

Make your points indirectly

Wow to make your point indirectly

~ Backhanded compliments.

You: Jerk knows we do not attack each other.

~ The evil past.

You: In the past that group did horrible things to each other. I know this group would not do horrible things to each other.

~ In generalities.

You: Generally, these types of coworkers are labeled as...

Director is a pushover on persuasion.

Once you are higher up, relax on persuasion.

~ Particular coworkers agree, because

Director collects coworkers.

~ Director got far by doing things rather than not doing things.

Therefore, access is the key.

Making your point subtly

When you compliment Jerk for being helpful, you can implicitly get across to him he has not previously been helpful.

The diplomatic answer

Often, you give a diplomatic answer to a question.

"Do you want the long or short answer?"

Do you want the long answer or the short one? Do you want the hem-and-haw answer or the fast one?

Hem and haw

Hemming and hawing has pluses. Show reluctance to say an upsetting remark.

No frankness

Do not fall into "open and frank" discussion with Jerk. Do not tell everything you believe.

Do not let Jerk know what you want

Jerk knows you want item, so he does not give item to you. He will prevent you from getting item.

Raise your point later

Speak about point a day or even six months later. The better thing to do is be ready if Jerk makes a similar statement. Then, get your point in.

Note: Bumbler was a jerk on one real occasion. Coworker takes revenge eight months later.

Responding in deflective ways

That statement is subjective.

That statement is not the point.

No negatives against the other**Do not threaten**

Bumbler: I am going to take you on -- and win.
Never threaten.

However: Tell Jerk what you will do if he does not resolve this conflict. Be prepared to do everything you say you will. You are giving yourself insurance. Afterwards, say the following:

You: I told you what I would do.

Bumbler: If you do your action, I will respond in the following way.

Jerk will think of worse things than you would do.

Jerk thinks you will go over him to Director, though you would not.

No cheap shots

Do not talk about how Coworker speaks or dresses. Taking cheap shots...tossing more junk, because you do not believe your other arguments will fly well enough. Instead, either say nothing (best), or be positive on these points. Be complimentary whenever you can.

Do not call Jerk a harsh nickname. Harsh nickname will get taken out of context.

Jerk: Bumbler called me an idiot.

Bumbler: I said the nickname because he misbehaved.

Bumbler is wrong. No name calling.

Do not be short with Coworker

Being short with Coworker is one of the worst things you can do. Beat around the bush. You do not want to come across harsh. Reason: Coworker does not deserve that bad treatment.

No negatives about skills

Do not say inaccurate statements about you.

Bumbler:

~ I have never been good at the computer.

~ I am not friendly.

~ Coworker is a better negotiator than I am.

If these skills are important for your advancement, you have ruled yourself out in that area.

You: Each coworker brings different qualities to the task.

No physical statements

Stay clear of physical criticisms and analysis.

No pot shots

No pot shots.

"I did not understand what you said"

Bumbler: You did not speak clearly to me.

Instead, you say...

You: I did not understand you.

Never be sarcastic

Warning: Sarcasm cannot even be a last resort.

Reason: Company might jump all over you.

No zingers

No zingers

If you are bad at making insults, you will go farther. An insult makes good TV entertainment, is not effective in business.

Never insult Coworker

Do not insult Coworker. You are not dramatic. Instead, you make reasonable progress.

Genuine slams will not wash

Bad Director makes a negative statement and excuses himself.

Bad Director: But, I genuinely believe my statement.

Bad Director is wrong. Only in extreme situations should your real negative beliefs override the need for restraint.

No toppers

You never have toppers. Do not outwit Jerk in a conversation.

Instead, you make your point, and Coworker makes hers. You respect what Coworker says.

Bridge-building in a storm**"Fine, we disagree"**

You: Fine, we disagree.

"Let us be nice"

You: Let us be nice.

Good, professional way of calming a heated situation.

Get regular

If you suddenly get testy with Coworker immediately become kind. Be nice.

No sniping

Nasty statements in letters are particularly cold.

Reason: The reader is defenseless to respond instantly. You got Coworker. She read your statement. Therefore, do not be nasty.

No small slights

Small slights do matter.

When to react**Be patient, because you will be proven right**

Do not thrash around at that time. Your system may not be implemented correctly, all the attention will be on you and your gyrations. Instead, let events progress. Then, what you said would happen has happened. In the meantime, you will enhance your reputation as a non-confrontational builder.

Choose your time for a response

You: Looking on the bright side, there is been progress made. I am peace loving. A lot must happen to bring me to the point where I need to respond. But, when I do, I am going to respond right. And fair. I consider all actions of mine to be in a fishbowl. Everything is seen and scrutinized.

Timing is vital

Use your sense of timing. Wait for Jerk to blunder, then speak about issue. Probably, you will not need to wait long.

Do not over-react

When Jerk attempts to harm you, do not over-react. You can hurt yourself.

Do not react too fast

Rely upon Jerk's wackiness, but do not react quickly to Jerk's wackiness. Anticipate a real problem is coming, but you keep your anticipation to yourself.

Keep yourself out of the coming storm. These things are not difficult to identify. You know Jerk. What makes Jerk angry?

When to pull back

When should you pull back?

Jerk wants an immediate answer so you will make a mistake

If Jerk does not have good arguments but he wants to take potshots at you, he will ask you to answer immediately, hoping you will trip yourself up. However your answer should be...

You: The answer is in the record.

That answer is easy to determine. We should look at the record. Avoid falling into the "pop quiz" trap.

You: We have records. Let us read those records.

How is Jerk doing through this crisis?

Jerk must live with himself

Do not take revenge. Take comfort. Jerk has to spend every remaining moment of his life being who he is. Being Jerk is the worst torture.

Jerk learns you will not confront

You are unhappy with the situation. Jerk will know by

your tone and demeanor. But, Jerk learns you are not going to confront him about situation. In order to find a compromise, Jerk cannot stay with his extreme position. Reason: You are not going to challenge him there. Jerk will have to become reasonable and hope you join him there. Often, you will.

Bad Director becomes worse

Also, Bad Director becomes worse. Reasons:

1. President is not stopping Bad Director.
2. Bad Director believes the following: Bad Director's behavior is correct. Therefore, Bad Director should increase that bad behavior.
3. Bad Director believes the following: Bad Director's behavior helps Company.

Just short of stopping behavior

You are only reacting

You: Where does this conflict start? I would not recommend these actions if everything were calm and peaceful. These are only my reactions. Showers of complaints can come down upon my reactions. OK. But let us spend some time discussing the actions. These actions caused the complaints.

I will agree here. My response was too late in coming. Probably, my response still will not be enough. I have tried everything to bring about a peaceful resolution to this conflict. Let us participate in Company's best interest.

You: I had false hopes during the peaceful times. I thought maybe this conflict would be the last one. I thought Jerk would not lie/accuse/threaten/disrupt again. I set up agreements. We would support each other if someone from the outside made a false accusation.

Holding back the tide

If situation gets worse, and Director says you are being too rigid in situation...

You: I am just trying to hold back the tide.

Be the peacemaker

Be the peacemaker. Say you were wrong. 1. You said what you wanted to nonetheless. You simply wanted peace.

Therefore, you got across what you wanted.

Dismiss Jerk's ways

One of the best ways to counteract Jerk's move is to ignore Jerk's move.

Imply: We all know where Jerk is coming from.

Dismiss Jerk's move. Factor in. Then, ignore. Probably, no one will put the brakes on your view, and your view flows into the knowledge base.

Peg Jerk first

Jerk can peg you, you can peg Jerk. Peg first, and with the right information.

"I understand Jerk's need to..."

You: Jerk needs to minimize the success, to turn the success into a different situation. I understand. Speak sympathetically, warmly of the enemy...in this fashion. You solidify your argument. These things are a given. If you get down and fight with Jerk on issue, the judge has to weigh why you are fighting. But, you rise above the conflict. Stay calm about issue.

After a success, beware of the strong need to pull you down some. There is all this energy coming from you, and Jerk can turn that energy against you. Remain humble.

Jerk knows you think he is nuts

You think Jerk is nuts, but you do not say those things. You want Jerk to clearly see that look on your face. You will not have to exaggerate an expression. Your feelings will be written all over your face, or your feelings will come across in the tone of your voice.

Also, you will not get dragged into saying anything. Do not show all of your cards.

Social cage

You are keeping lying Jerk in his box. The moment Jerk is let out there is bigger trouble. Jerk's lies have happened too often in the past to be optimistic in the near future.

Have brief conversations with Jerk

Have nice, short conversations with no small talk.
A lot of the plucking comes out of small talk.

Later, you want to be able to say...

You: We only talked for two minutes.

If the discussion is short, Director will consider you.

Should Jerk review the next one?

Jerk has been a real bear in the review process on a particular assignment. You have a different project. Here is when you should include Jerk in the process.

Yes: He is a coworker and not higher up in authority.

No: On the last assignment he turned the review into trying to get you fired. This review will send Jerk over the edge.

Yes: If you did not, you will look like you are avoiding Jerk.

Yes: We can heal the wounds of the last assignment, and turn Bad Director into your ally. Maybe he has tired of the conflict, and he is ready for a truce and to be an ally. You might get an indication earlier. Reason: He spoke pleasantly to you.

What is good: You must produce your best projects.

Show resigned bemusement

Resigned bemusement is one of your best reactions. However, do not overdo your reaction. Be slight, if anything. You really cannot be attacked for your reaction. You did not say anything to Jerk.

Sometimes, a shrug is your best response. Director may be angry, but there is nothing you can do about the situation. Shrug.

Have furious arguments in your mind, where you call Jerk negative names. Get your angry arguments with him out of your system. Then...think...your best reaction is to shrug.

Jerk's attack bothers you. Do not let Jerk know.
Reason: Jerk wants you bothered. Here are reasons he wants to bother you:

1. He can pass some of the problem onto you, because if you are hotly defending yourself, you must be guilty. You certainly helped cause the problem.
2. He is on a power trip.
3. Misery likes company.

The short shrift acknowledgement

Here is your secret way of getting across what you believe:
Make short shrift acknowledgements.

Stopping Jerk's behavior

Draw the line

You let Jerk get away with a lot, and then you draw the line.

Firmly stop the assertion?

How firmly should you stop the assertion? Calculate: You have everything on your side and Jerk has gone too far, then...

You: No. You acted for a different reason.

Whatever line Jerk has going shrivels up. He cannot recover well. Jerk has to process two things at once:

- 1) Why is Manager so firm against my bogus story?
- 2) I keep fighting in order to look good.

Say the following:

You: I would be glad to discuss this topic later if you want. Probably, Jerk will take the offer, and you won. Note: There is only a small chance you will discuss this topic later, but he will try to get in a small victory some other way.

Anticipate Jerk's decision and stop him

Anticipate Jerk's next attempt. Do not let him make unilateral decisions because somehow you are not cooperating with him.

You: Specifically on this subject, please consult with me before you go further.

Before you resign, fight

You will rarely choose to leave the assignment. Before you leave, dive into a conflict with Bad Director. Tell Bad Director his behavior is wrong. Probably, you will find

Jerk capitulating. Bad Director has wrung more out of you than anyone else. You put up with more of Bad Director's garbage than anyone else. Therefore, Coworker does not want to lose you. Bad Director wants to be an ally on the old terms, not on the new.

Put Jerk off his guard

When Jerk starts disturbing you, keep him off guard.

Stand up for yourself

Jerk accuses you. You reject the accusation successfully.

Jerk: That point is inaccurate.

Nonetheless, you showed his accusation was false. What will not be done is to say...

You: You are right. I apologize for making that statement.

Therefore, Jerk's accusation hangs out there. However:

You learned about him, and about your resolve to reject these charges. You cannot let Director get away with his behavior. "Director is always right" is hogwash. If you do not stand up for yourself, do not expect a break from anybody. Expect the opposite, in fact.

Coworkers involved

Nothing at the expense of Jerk

Do not become friends with Jerk at the expense of Good Coworker.

Persecution

About being persecuted

Do not make Jerk feel persecuted. Good Director cannot stand persecution, and Good Director will defend you if are being treated in this way.

"You want to make the problem my fault"

Imply: You want to make the problem my fault.

You will grab for any statement.

Disappointed in the attacks

Imply: Do not you have anything more meaningful to statement on? If you are looking for an attack and trip up this operation and stir up controversy, I hoped you would do better. You are doing a disservice to yourself with these weak punches.

Handling the gang-up

Jerks are ganging up on you. Hold your ground. Stand firm. See no humor in the situation. Do not make self-

effacing statements.

Imply: I do not want your opportunistic attack.

Jerk will not know how to read you, but being a weasel, he might not think the situation can go any farther. Jerk made points with Director. Therefore, Jerk is happy.

But now, Jerk has pegged himself. He has turned over all thinking to Director. While Director likes having a good soldier like Jerk around, Director is unlikely to put him into a position where he has to make decisions. You, as the thinker, hold your ground and rise higher than Jerk. As the diplomatic smart Manager, you are more valuable than dumb Jerk. One reason: Director knows she is put into tough situations, and she will trust you more than Jerk.

Resistance: handling intimidation

Hurdle 3: Intimidation.

You think: Bad Director thinks I am stupid. He has two objectives working against each other. He never likes anything anyway. He will completely change my creation. If he sees my assignment and makes that look, I am going to scream. He hates everything I do.
You get so angry you cannot concentrate.

You are about to write copy, but he is distracting you. These maddening thoughts keep you from progressing.

Five examples:

1. You think: That assignment is impossible.
2. You are about to develop creations, but...
3. You think: Grr. Director is demanding this assignment.
3. You think: Coworker insulted my intelligence yesterday.
4. You think: Bad Director will not like my creation. He will completely change my creation. Bad Director will get that look on his face. He hates everything I do.
5. You have multiple stupid objectives working against each other.

You are allowing all kinds of aggravations prevent you from creating your assignment. Everything fails. Reason: These insidious thoughts have such free reign in your mind.

Most of your frustration is valid, and you have every right to gnash your teeth about the situation. However: If you allow all of this frustration to consume you, and keep you from producing, you will have a huge new problem. You will wish you were back a week previous when all you had

were these annoyances. Reason: Now you are in a hole.

What is more, derailing you is part of the tactics here. Jerk wins if you cower. Reason: You are a lousy performer, and you are lousy at completing in time. The two fit together in Jerk's campaign against you.

Here is what do you do:

Jump

You should feel frustrated. You assessed the problem, and the problem could easily get worse. (Ouch.)

When a bad situation comes up, he expects you to run away. If you delay, you are giving Jerk another knock against you.

Jerk: And, Coworker is slow.

Jerk: I do not know what is being done over there, but Manager is not copywriting.

Your problems have now doubled. However: You wrestled the creation, and give Jerk a healthy amount of creation, then you are a fighter. If Jerk does not respect you, his credibility reduces. And, when you have this power working for you... Possibly, Jerk will approve your copy. When you are strong, Coworker is more willing to align with you.

Therefore, give yourself a big dose of resolve. Become stronger than the, and create your assignment. You will turn this problem to your favor.

Summary: You can wear Jerk down.

Jump 2

A problem is gnawing at you, and problem is preventing you from creating a project. Solution: Write your problem down.

Problem can leave your mind, go into the computer, and let you focus on ideas. Better yet, e-mail that problem to Business Friend in your life. Then, problem becomes Business Friend's problem (sort of). Business Friend will send you solutions, and everything will be rosy.

/these are edits from your tape for the above/
Keep pushing the thought back.

You think: I am not going to think about that problem.

When the frustrations take over, say out loud...

You: Do not think about that problem. What am I trying to say here?

Then, transform your anger energy into a string of pleasant advertising sentences.

Jump: Dive in

Even if you have a bad situation, process copy. Then, Jerk cannot leap to his favorite line:

Jerk: We are not even getting any copy.

Jerk thinks you are incompetent, but you have the guts to stay in there. Then, you could wear Jerk down. Turn him around. Opportunity springs anew.

Unfortunately, you are not clairvoyant, and you cannot predict Director's reaction.

/from the tape recorder/

4. Get angry, but turn your anger into energy toward your assignment.

You: Jerk does not like my copy. Here is plenty for him to not like.

Overwhelm your detractors with high quantity of projects. If you have page upon page of writing, Jerk will have to devote time to criticize. Therefore, the more you overwhelm Jerk, the more likely he will capitulate.

Do not let Jerk get to you. Jerk wants you to feel bad too, and you will not.

Do not let Jerk give you his troubles. He will find someplace else to put them.

Also, put on the actor's mask and show the following:
Jerk's attack is not bothering you. If you look beleaguered, Coworker will figure you are steps away from quitting or being let go.

Be glad when you have no choice

You: I was in an awkward position.

This response can get you out of bad scrapes.

"Already gone to great lengths"

You: Department has gone to great lengths to

accommodate

You have tried everything

You: You have tried every approach. Nice coworker, appeaser, ignorer, gives in conciliator.

Progress is always the issue

See 'Focus on Company's Best Interest,' page @, and Progress, page @.

Make your points

Reference: "Be peaceful," on page @.

1 Request to make your points

Ask Director if you can make your points for your position. Then, you come back with a good example. Do not simply unload on Director.

2 Organize your points

Jerk has done so many things. Jerk has a menu. However: Do not just dump this morass onto Director and expect her to understand. Instead, organize your points. Theme your points. Be accurate. And, present your points in a well thought out but fairly extemporaneous way.

Have good recallable memory. This memory comes from having these incidents organized and at your fingertips.

Jerk will continue attacking, though you hope he will not. Reason: None of this mess would be necessary. Jerk will remain bad, and he will get worse. There will be good days and bad. But, that brake in Jerk's mind -- which keeps him from misbehaving -- is faulty, and like brakes on the car, he is getting worse.

You can do that action. You will fail.

Stop arguing the parts of the case

Jerk will partition his case. He will take one part and argue that part, try to hope that part has as much weight.

When Jerk is losing, he overreacts

Jerk stacks the deck in a disagreement. He attempts to distract.

Jerk: Maybe we should give up all advertising.

Reason: Jerk is losing his point.

Do not flash around strong points

When you have a strong points do not ruin them. Use all of your energy to not flash them around.

Conflict: do not reveal what you have

Bumbler responds with the following:

Bumbler: I have a fact. This fact will counter against what Jerk is saying.

Instead, nod your head, give a little of the closed mouth flat smile.

You: Yes.

Then, go back and research. Then, if Jerk decides to take issue to Director, and

Director comes to you...

You: Yes, I checked that information.

You will be able to produce the document.

This document shows you were correct.

3 Rely on facts

"I will not let this attack be seen as a fact"

You: Yes, I will talk about this issue, because you want your assertion to be fact. Your assertion is not fact. Wearing all coworkers down will fail. Saying a basic falsehood year after year does not make falsehood true.

The opposite is true

Jerk will nail you with things. Show Director the opposite is true. Reason: You helped out in these certain areas. You loaned money. You gave money. You handled this special request. You did this special favor. You helped out in this special way. Jerk looks ludicrous making his assertions.

"I already gave Jerk help"

You need a defense point. Give Jerk some help, so if he comes back at you, you can say the following:

You: I helped Jerk. Therefore, Jerk's statement is inaccurate.

Fight for the facts

This book talks about being passive in the face of aggression. However: Being passive is wrong when Jerk states inaccuracies. Jerk's inaccuracies will harm you. Example:

Jerk: I agree with Coworker. This procedure is wrong. I did not know we were doing this procedure.

Reasons:

1. Jerk messes up the whole structure. There are documents surrounding these facts.
2. You will be in worse trouble trying to juggle.
You: This document clearly contradicts what Jerk is now saying. What should I do?
No. Jerk decided to take the easy way out and state the wrong facts. If you did not set him straight before, guess who will be left holding the bag now. He will blame you.
Jerk: Manager messed up the whole situation. Manager made a mess, and nobody can sort the mess out.

Jerk should play the "above everything" role, but he did not.

You assume?

Jerk jumps on you.
Jerk: You assume?
Hear him out, and then, you...
You: Will we discuss this topic?

Avoid suppositions

Avoid suppositions.

4 Confidence

Play like you are prepared to lose everything

If you play cautiously, you will lose the game.
However: Play like you are prepared to lose the game. Probably, you will not lose the game. The other side will blink.

"I am glad you asked that question"

You always want to be in a position to say...
You: I am glad you asked that question.
You should know Director's feeling with issues.
You are at least two steps ahead of that game.
Certainly, you understand Director. Probably, you are not applying what you do know to effect.

Good Coworker gives a straight reply

Jerk has to impress the following:
Jerk: I know this information.
However, Jerk does not know the information.
Good Coworker gives you a straight reply.

Answer quickly

The speed with which you answer speaks to your

credibility.

Bumbler: I will research that subject for you.

You: Here is a quick answer. In my experience...

5 Establish a long history of Jerk's behavior

Establish a long history of Jerk's bizarre behavior. His behavior will be stunning. You show a pattern of reckless behavior he has brought on.

361. Nothing in your own interest

/Write this up./

6 Make Jerk explain

Let Jerk explain his bad behavior

What, who me? This strategy gets your point across and come away unscathed. First, let Jerk do the explaining himself. Give him the forum. Let snake crawl out of its hole.

Do not fight to tell Jerk's story. You are not stupid.

Box Jerk in

Do not get caught up in the emotions. Instead, do the following: Box Jerk in. He cannot escape and cause problems.

Turning the problem to Jerk

How likely is that problem to occur?

You: What do you think the likelihood of that problem is?

Jerk should argue alternative

Get Jerk arguing the alternative.

Get Jerk digging hole more

When Jerk makes some ludicrous point, do not accuse him of such immediately. Ask him...

You: What do you think /blank/ is?

Get Jerk digging his hole further.

You: I will tell you one thing the issue is about.

The issue is about integrity.

Where integrity is the big point you want to nail.

When you say things in response -- seemingly off the cuff -- you impress more than your set speech.

Let Jerk defeat Jerk

Jerk makes a mistake. For example:

Jerk misstates Customer's name to you. Do not

correct Jerk. Reason: Jerk will not thank you. .

7 No accusations

Never accuse

Accuse no one. You can always revisit.

No accusations

Do not accuse anyone of anything. To accuse is to instantly be unprofessional. You are stating a problem, and requesting the problem get resolved.

Never accuse

If you accuse Jerk and you are wrong, prepare to hear Jerk respond for decades to come. Also, you will put your credibility on the line -- out there with his. If Jerk wins, you lost -- and you picked the quarrel.

8 Convince

Start with an acceptable statement

Your objective: Convince Director. You want to convince Director. First, say an acceptable statement. Director should agree with your statement. For example...

You: Government requirements affects Company.

Director: Yes, we have requirements.

Then, move the conversation to your point.

You: I suggest the following. We should prioritize these regulations.

The most convincing argument can win

There are coworkers who are better than you are, but you make the most convincing argument.

9 Prove your points and be done

Make your points, and prove your points. Do not keep wallowing, piling on more and more. Soon, Coworker believes you have a problem, always wanting to fight.

You: I have done all I can think of.

Do not repeat

"I already said my statement"

In conversation, do not repeat what you already said previously.

You: I said that statement yesterday.

You shorten the conversation. Good.

Do not repeat

You: I am not going to get into my reason here, because I stated my reason in the past.

You will not say repeat

Set a policy about not rephrasing the same argument. You look stronger if...

You: We discussed this topic a year ago. I gave my reasons then.

Do not repeat

When Jerk lacks credibility, he repeats 10 times or screaming.

You: I stated my reasons months ago. I will not put anyone through hearing my reasons again.

Do not repeat your statement

You are fighting with words, getting point across through words. You simply make your statement once, maybe twice. Then, say the following:

You: I made my statement.

Jerk has to sort out the fact for himself. Jerk messed you over. You are not approving Jerk's interpretation.

Cannot say without repeating

You: I do not want to repeat myself.

Conflict with Bad Director**362. You may get Bad Director's position**

Bad Director fears you. Reason: You may get Bad Director's position.

/need a lot more on this dynamic – you vs. bad director./

Assume**Take the position**

The best way to achieve a position is to assume the position.

Get the new position by putting yourself into the position

Put yourself into the role, and then the title comes.

The beauty of losing

Let Jerk win

Often, let Jerk win. When Jerk insults you, laugh.

You: I cannot top your statement.

Showing a refusal to fight does not demonstrate an inability to fight. Refusing to fight makes you more of a mystery as to how good you would be. Also, your points go up, at least in the corporate world. Reason: You are shown being the peacemaker. You want to keep the peace.

Lose conflicts beautifully

Stop trying to win conflicts. Instead, lose beautifully.

Jerk makes a negative statement about your project. All eyes are upon you, and Coworker wants to know how you will react. Coworker knows you are boxed in. You cannot turn back the clock. And, Jerk is dying to know if and how you will extricate yourself from this problem. Your first, third and fifth reactions are to fight -- to tell Jerk exactly what he is doing. Unfortunately, you are turning up the heat, screaming you do not participate, and you just want to fight.

Now is when Director decides to get angry. Reason: Instead of looking toward the goals, you are locking horns with each other. Director knows from experience. No activities will get done. Therefore, you go against your instincts and lose beautifully.

You: Yesterday, I said a statement I thought would be taken as a joke, and my statement was not. I apologize. Do not try to say anything about the team. Reason: You laid down some heavy words, and you will only dilute them.

Why backing down works

Back down from a firestorm you caused. Often, the intent you originally had got out of whack. Another problem became the issue, and this other problem has become a lightning rod. This lightning rod kills everything surrounding. Coworker is wrong. Better to retreat, make the change, admit your mistake, say your statement became a problem you never intended, and proceed to other issues. The forces against you will not be able to rally on everything, so do not think you will be continually beaten. You will only be beaten once.

The psychology is all-important here. By losing...

~ probably, you will be proven right later.

~ you demonstrate -- in the worst circumstance -- you unite rather than fight

~ you let Jerk's wrong plan fail.

Take your losses, but learn Jerk's game

Jerk is slick, and he will beat you in the first rounds.

Cover up, stay in the game, and learn his game.

Jerk's range is small. Jerk is not all powerful -- he has simply learned some strange techniques to get him here. Once you know these, you have a do-able process to...

~ out-slick Jerk -- beat him at his own game

~ exploit the weaknesses inherent with his moves

~ tell Director what Jerk is doing. You eliminate the mystery.

Why does Jerk continue to complain?

You: You asked me to do this activity, and I did.

Now you are still complaining, so I believe there is a different issue. I assess I cannot help you, because I do not know what you want. And, I cannot depend upon you to tell me what you want.

If Jerk does not accept your points, someday the issue is his problem

No defiance come survival time

Defiance and self-honor comes on a sliding scale. You give up all defiance when you are trying to survive in Company. Do every little meaningless act possible, hoping the meaningless act will turn around the problem.

Look for lightness after the explosion

After the explosion, look for the

~ light moment.

~ divert.

Be light after a tough conversation

When Jerk acts like an idiot, start a light conversation a little later with him so you both can recover. Jerk's stupidity did not bother you.

Find a way to make up

After you had a small scrape with Coworker, go to him 90 minutes later. Talk about a different subject. Find a document on your desk. Give him that document. Have a nice exchange. Often, Coworker wants peace.

Ignore catty statement if you win

If Jerk gives you what you want then makes some catty statement, let him have the statement. Sit there and say

nothing in response. You got what you want. He needs to squeeze a little victory.

Drop the issue

The issue is dropped.

You: The issue is dropped.

And, the is dropped.

"Sour grapes"

When you make a criticism, Jerk replies, "sour grapes."

Jerk is frustrated. Therefore, your criticism has to be made in a certain way. Do not be so up front and bold about these things.

Let the issue drop

Jerk insults you. Smile, and let the conversation change to another subject. Showing an unwillingness to fight back does not mean an inability to do so. You are displaying restraint.

Ignore Coworker's mistake

If Coworker makes a mistake, she will be nervous about how you will react. Let Coworker off the hook immediately and graciously. She will be relieved you are so gracious. And, she will like working with you more.

No grudges

Holding a grudge is not productive, and you are the embodiment of productivity.

When the issue is dropped you mean the issue is dropped. You try hard not to speak about the subject with anyone else.

Drop the subject

Get the reputation as one who does not care about past acts...even ones from three hours ago. Note: When Jerk answers a question...

Jerk thinks: Do not pursue this issue any further. I am giving a half-answer. Let us drop the subject.

You can make your point as well without causing an accusation, then you are dwelling on the past by stating or asking about what the future procedure will be.

Imply: What is past does not matter. Instead, let us understand how we will proceed with a similar situation in the future.

Why Jerk does not want to discuss the subject

Some reasons: Jerk...

~ thrives on chaos

~ tries to make Coworker fail, then make accusations about that failure.

Do not be vengeful

No revenge. Do not be vengeful.

Do not take revenge

Bumbler counts on Jerk getting punished.

However, Director does not punish Jerk.

Therefore, prevent Jerk from acting badly.

Never take revenge

Vengeance is for the unsuccessful. Getting success means focusing on getting success, and not wasting time on junk like revenge. Also, you never know if Coworker will someday help you out more than you ever imagined. Therefore, avoid revenge.

However: You are in favor of behavior modification.

Never vengeful

If you go after Jerk, he attempts to harm you. He remembers some bad thing you did, and he is ready to attack you. Attack Jerk. Reason: He is attacking you, and expecting you to be good-natured. The reality is: He is fighting dirty. He has fought dirty all his life. And, you fight dirty right back with Jerk. He will be shocked.

Jerk thinks: I know I was a liar. But, I never thought he would nail me.

He believes you will be easy to topple over.

Surprise him.

"You do not have to apologize"

You: I am fine. You do not need to apologize. If there were a real problem, I would say so. There is not a problem.

If the picture is painted this non-productive way, when you do not get strong results...

Director: You did not handle the assignment right. Yes, there were delays, but I do not care. You mismanaged the assignment. You drive assignments through around here, and Jerk does not. Therefore,

no, his situation did not disturb the program.

Also, most apologies are insincere, so you do not want them.

Bumbler: If you do not like my assignment, I apologize.

Bad Director wants revenge

Be nice to everyone. Reasons: Director wants revenge /retaliation, change to revenge/. Coworker wants revenge. Jerk wants revenge. Developer wants revenge. Then, they do not want revenge with you.

Revenge is a strong motivation. Avoid receiving revenge.

Try to exclude Jerk

Do not let Jerk regroup

Do not wait to prepare Jerk for the next step.

Derailing the destroyer

Jerk is remarkable at attempting to derail this activity.

What does he want to do specifically to make progress?

Standoff

Time limits on disagreements

If you have an intense disagreement with Jerk, you cannot have a big disagreement again for five months. The disagreement is wearing on everybody, and you come across like you are fighting like cats and dogs all the time. Therefore, the impact of your first argument wears off.

The fight after the conflict

You see a conflict that Jerk started. This conflict continues even after you took away 80% of the strength.

04 Results

Jerk's anger

Jerk calls you "Phony," so you succeeded

Jerk is reduced to saying...

Jerk: Manager is so sickeningly sweet nice -- so phony.

Jerk is desperate. Jerk gives a high compliment to your skill. If Jerk had a better attack he would use that attack.

Jerk's disgust shows you are being effective

If Jerk hates you, you must be doing things right.

See “Derailing” on page @.

Avoid retaliation

Jerk wants to see you get your comeuppance. Do not give him the opportunity.

~ do not brag, “I beat Jerk.” Instead, all coworkers won.

Weathering

If you have been around a long time, you can handle the ups and downs, or the criticisms or slights.

You survived

You are unhappy. But, you will recover. And, you survived.

~ You will handle the next crisis better. Reason: You are familiar with the crisis.

~ You were not supposed to be able to handle the crisis.

Jerk wanted to defeat you. However, Jerk lost. Reason: You held Jerk back.

The disruption days are over

If Jerk cannot stay within the framework of normal communication now, handle most communication in writing. The days of disruptive acts are over.

Conflict analysis: the real responsibility will lie in the resolution Jerk is blaming you. To resolve the situation, he has to distract. Obviously, the blame should have fallen on Jerk.

Only worry about the present and the future

The past does not matter. The present matters. The future matters.

You: We could discuss the past endlessly.

Help Jerk on other project

You defeated Jerk. Find a reason to help Jerk in another area. You participate with Jerk on other project. Reexamine other project, and e-mail Jerk new information.

Jerk thinks: I was not defeated, because Manager is helping me.

Director to You: Are you and Jerk enemies?

You: No, we are united. Last week, I e-mailed Jerk new information on Jerk's other project.

Director thinks: Jerk hates Manager. However, but Manager believe the following /arrangement/: Manager and Jerk are united. Possibly, Manager is naïve. Probably, Manager is smart. Manager participates with Jerk, because Manager wants to reach goals.

Director wants to reach goals, so you win again.

Do not celebrate a victory

You: I am glad the conflict ended.

Perspective

This problem will be good for us

If you are going to be put through this problem, you will get strong results from the ordeal.

Jerk's attack helps you

You become tired. Jerk attacks you. You become alert. You discredit Jerk. And, you solve other problems. You make progress. Reason: You are alert. Therefore, Jerk helps you.

05 Therapy

Why the stress is real

Because you are dreaming about the situation.

Help yourself

Protect your spirit

The fight is not only for Company. The fight is for you. The fight is for your

~ spirit

~ integrity

~ resolve

Once these are broken, the doors can open to more problems. Until they get broken, there has to be time devoted to breaking you.

Be flexible, but stand your ground. Jerk will never think you are being flexible -- bending -- enough. Therefore, decide what is right.

Keep your dignity

Your dignity is valuable. Hold onto your dignity.

Imply: Under no circumstances. You will not tear down my dignity.

You should automatically receive respect. If you do not get respect, you will need to succeed your way out of this problem.

Hold your ground. Fight to be treated with dignity. You can be failing, but you should be treated in a dignified

manner.

You separate them, and you will not allow him to meld them.

If Jerk bothers you he wins

Jerk wins if he bothers you -- if his attacks stick on you. You lose.

Make Jerk insignificant to you

Make Jerk insignificant in your life. Do what you enjoy. You will defeat Jerk.

Write your thoughts down but do not send

Writing down your thoughts...

~ is cathartic

~ clarifies your thinking

~ puts your thoughts through this wringer process, and if you cannot come up with anything much better after in your vetting notions, you rest. You are not working the situation anymore.

Do not let Jerk tell you what to believe

Jerk decides not to like Good Coworker until Director approves.

Family

Protecting your family

Your family is in the crossfire.

~ Your spouse

~ Friends.

Jerk asks them for information. Jerk enjoys seeing the innocent get harmed.

Shield your family

How should you defend family member: First, shield your family member as much as possible. Warn your family member not to discuss with Jerk, to not get into conversations. Jerk is on a fishing expedition...an inquiry.

Get demeaning statements from loved ones

Prepare yourself for demeaning statements from Coworker -- though you value her opinion. The only thing you are expecting for is encouragement, and you get a thoughtless statement. Pull yourself away and remember why you are doing this activity. Focus and go forward.

Talk

Keep a close council

Talk with people who cannot do anything with the information -- who are unrelated to the problem. Such as your
~ significant other
~ friends

Talking gets the stress out of your system without your statement going anywhere.

Friend listens, Business Friend less so

Where friends separate from Business Friend is that conversation. Friend says to tell more. Do not leave out any details
Coworker waits until you are done so she can talk.

Part 5: Creation

01 Overview

"We have a bell curve"

When Jerk discounts, say the following:

You: We have a bell curve.

Apprise your Director along the way

Solution: Apprise Director. You make the decision, but you still leave room to undo decision, and you apprise Director about your decision. There is time to do an emergency undo. If you undo what you made a decision on and apprised Director about, you receive a misdemeanor. Also, you have a good lesson learned by all.

You are now under a microscope, and Jerk is looking for support to affirm his position...even if the support has nothing to do with his position.

You think: What can Jerk try next? What other processes in the assignment need quadruple extra attention?

Keep a positive, upbeat outlook.

You think: We are doing a good activity, and we are progressing. The project has not been done in a long time. You are accomplishing.

If there is a problem with the assignment, should you still take the assignment to the next level, or should you bring up the problem. This problem might cause a delay? That decision is difficult. Look at how bad is the problem vs. how much of an opportunity is taken to declare you an incompetent and say you messed up the whole assignment. Director does not pull together to get an assignment done. Long ago, Director decided to not embrace pulling together, so you struggle. Another way to make your

point: If you believe you were right, you can revisit the issue by saying,

For the next time, where is this library of videotapes [something I was supposed to know about but was never told about]. Note: If you let project go out the door and Jerk did not know about the problem, he will lurch to the extreme position.

Jerk: We never do things this way. You caused a bad problem. You will see Jerk contradict himself a few months later, but his contradiction will only matter to you.

Understand an opening when one presents itself -- even if opening does not appear that way. Let us say Jerk is yelling at you to complete the project.

Director: Why is the project taking so long?

Director gives you an opportunity. You now have the mandate to get this project done, and you can turn the behavior in that direction.

You will always struggle with contradictory behavior in this company. On the one hand, Director says you are the manager. This project is yours. The next minute Director expresses his firm opinion.

Director: The sound effect should be not be a horn. The sound effect should be a beep.

You cannot resolve Director's contradiction. However: There is the small smile, nod your head, and...

You: Yes, we will take care of your order.

Over the years, Jerk's contradictory behavior has been openly expressed to him by some of his coworkers. Jerk did nothing about his behavior then, and he will do nothing about his behavior if you speak about his behavior.

The other nice thing about apprising is you get to wait until temperatures have cooled. Also, you are not lending to the thinking you need to run to upper management every time there is a problem.

There are some criticisms you must suffer with. However: Your accomplishments count. Director will remember your accomplishments. You accomplished. Many who come after you will not be able to get things done, and you will be long remembered as a Developer. And, Company wants results.

"Rewrite our copy"

This area is full of traps. Beware. Analogy: Director saying to

you...

Director: Write my autobiography.

Director has little time, but she must give you advice. External Specialist says...

External Specialist: I can do autobiography. I have done many autobiographies. Directors like my creations.

Often, External Specialist is deluded or looking for a fast buck.

Acknowledge good competitors

How much of the opponent's argument you acknowledge. Say words like 'our worthy competitors.' One reason: You increase the credibility of your arguments. You are not going in saying your competitors should be put in prison, so maybe what you are saying has more validity.

Advertising done for the benefit of Director

A lot of advertising you see is done for the benefit of Director.

Note: Look at a movie billboard and see all those names at the bottom.

Project is not fun, project is an exercise

Director likes to say the team is having fun. Often, project is not fun. Project is more like exercise. Reason: You pull these projects along every day and get them into the market. Company is not interested in you having fun. Probably, a fun activity is less productive. A boring activity is more productive.

Setbacks lead you to better alternatives

Do not be disheartened because you did not find what you wanted. Let setbacks lead you to look for alternatives, and there is a 65% chance the alternative will be better than what you originally wanted. Therefore...

You think: I will find a better opportunity.

Do not stand and wait

If Developer is searching for a document, do not stand over her shoulder and tap your foot. Developer gets uncomfortable. Go away and let Developer look. Reason: You are judging her system -- and she thinks she has a good system. Do not judge Developer's system now. Let Developer find the document, or give you some other answer.

The project is on a countdown clock

Countdown: You cannot look at the project as having unlimited time to complete project. You have a countdown clock.

Part 7: Presenting

Creativity is the foundation

Bumbler seeks to create. Bumbler sees a different successful creation. Bumbler imitates that creation. Instead, you innovate. One reason: Probably, an imitation will fail.

If the path is imitation, you imitate. If the path is innovation, you innovate. It could be a variation. Consider the following options in this order:

1. Innovation. You develop a new solution.
2. Variation. You modify an existing solution.
3. Imitation. You use an existing solution.

/You have a lot of notes on what the objective is. Make a note that you want to make determinations after the objective, and that is what is the path to success. Your decision is to not go into this, because much is already done by afr./

03 Creating [a project] Problem

You have a mystery

You have a mystery. You must find a solution. Several factors combine to form the solution. You do not know these factors.

Bumbler: I wish we had no mystery.

Bumbler is wrong. Reason: Your assignment is the following: Solve mysteries. You start with few factors. To solve the mystery...

1. Learn more factors.
2. Reject bad information.
3. Assemble those factors.

You solve a mystery.

Your objective is the following: Solve a mystery. After the mystery is solved, everything is easier. You establish a system. Operator begins processing.

Now, you have a mystery. You are a detective. Look for clues /indicators/. Reason: Clues help you solve the mystery.

Be attentive for clues.

The problem is not clear.

The big issue is that you cannot begin to understand the problem is as you are pursuing the solution.

Understand the problem partially. Start finding the solution. The problem will become clearer. Begin the process. Move toward a solution. Then, the problem becomes clearer.

Bumbler: Understand the problem. Then, find the solution.

This is wrong. Reason: Initially, the problem is not clear. The problem is a mystery. [this is a two-parter...understanding the problem and the solution.] Therefore, solve them problem. Then, you will understand the problem. [do both simultaneously. Try to solve the problem. Try to find a solution. If you get tired of one, work on the other. There must be an analogy to this – it's a sort of a puzzle where one part can help the other. Maybe it's a crossword puzzle? Yes, it is. go across for awhile. A discovery here can help you there. Do a tr on this.]

In all cases, the promoted, the one who's being pushed forward, the act is for this fellow to act like he had nothing to do with this, and somehow, this is happening. The reality is: He is actively involved. In most cases. He is doing self promotion. The reason: he realizes that he needs to toot his own horn to succeed. And, it's not some cause that he's interested in. because he can promote the cause and keep himself in the background. That isn't happening, because he wants the limelight.

Systems

A short section because everything is systems

Organizing...progress...system improves with all. Your success comes down to systems --

~ creating

~ implementing

Do not be afraid of a system. There are different systems in your life. You have a system when you get up in the morning.

You solved the mystery, so build the system.

You solved the mystery. You discovered the answer.

Now, build the system. Make your solution operational.

Turn your solution into a process.

Here is the definition of system: You take steps toward the solution.

Focus on your system. One reason: One part affects other parts. The system is good. However, the system fails.
Reason: One part is bad. Mostly, the parts go in order. The first part affects the second part. The second part affects the third part. The first part is the most important.
Reason: The first part affects the other parts. Bumbler develops a bad first part. The other parts are specially created. The other parts connect with the first part. The first part is bad. Therefore, the first part must alter. Therefore, all the other parts must alter. Some parts cannot alter. You need new parts. This system is a /disaster/.

Examine rules in other industries

Previously, you worked in another industry. Apply those procedures to your current situation. For example...

You: I was a waiter. I gave Customer recommendations.
Now, we should give Customer recommendations.

Reference other industries for rules

Previously, you worked in another industry.

You: The rule in the restaurant industry was: "Serve customers fast."

A fable teaches lessons about today's life. And, your other experience teaches lessons in this Company.

The organized system

Organize everything.

Director does not pay you to have artwork up. However:

Director does pay you to keep system organized.

Take a long time to set up a new system.

Get an operative system

Instead of coming up with blames and belabored excuses, we can have an operative system Coworker can be happy with.

Coworker wants to avoid the system

Determine: Does Coworker want to improve the system.

Or, does Coworker want to avoid everything? Probably,

Coworker wants to avoid.

Modify the old system

You need a new system. So, copy the old system. Then, modify the old system. Then, you have the new system.

A good system is more capable than you.

Build a system. A good system is more capable than you. Then, relax. One reason: The system produces for Company.

Use a well-organized system

Manager can do much -- by using a well organized system.

System changes what you are doing now

Your worst problems are seeds planted earlier on, and cannot get out. Cannot turn back clock, cannot change what you did, and now trapped, saying or following your earlier statements. Therefore, keep your records straight. If a little problem, explain the problem right there in margin.

Focus on the system and solution

Do not go for the blame, examine the system. Talk to Director.

You: I cannot imagine what you are looking for is an hour blaming. Blaming will get Company nothing. Blaming will not change anything. The point is to recognize there is a problem and come up with a solution. Here is my solution.

Follow the procedure

Do not argue if Company wants everything done by the book. Write down the amount of time you spend, and show how long you took to follow the procedure.

Why

Systematic processes are required

That procedure leads to a lack of systematic processes and not getting strong results.

Reasons to do things well procedurally

Procedure gets a bad rap, because we are in a maverick society where, in the movies, the hero succeeds by ignoring all the procedures. However:

1. The procedures are there for a reason.
2. You will succeed more smoothly, spectacularly, and "popularly" if you go

through the procedures.

The trick is to understand the procedures, to get experienced at following the procedures.

You do things well procedurally. There is a problem. Then, panic occurs. You are about to have a heart attack.

However: Even if you are away from finding out the cause...

You: I do not remember what I did in this particular situation, but everything I go through this checking and review and buttoned up process. We will see.

If you blundered, show Director your mistake was the exception rather than the rule. And, while this mistake was bad, the mistake is unusual. And, the mistake gives Director a moment to reflect.

Director thinks: If I fire Manager, I will not find anyone who, procedurally, performs better. The mistake is rotten all around.

However: At least the mistake can pass, and you can hope for a better day. If the mistake is endemic of a bad company, then you have big trouble.

New systems -- 70% the same

Do not get too wrapped up in different computer systems. Seventy percent of systems are the same.

Notes on systems

When Jerk criticizes current system

You have been using this system for 10 years. However: Maybe there is a more constructive way.

You: I want to hear what you have been doing. And, I have ideas of my own.

There is lots of room for improvement in any system. However: The improvement is more effective if the spirit is one of cooperation and teamwork, and not conflict and defenses.

Hope for a self-correcting system

You do not have control over all the areas.
However: The system "should be" self-correcting. Coworker knows you are not there to state your position. Therefore, she gravitates to that old position. Note: You cannot be everywhere. You are too busy.

Look out six months from now and know
Director will ask...

Director: Why did we do nothing? Prevent the issue from being "an established fact."

Director: The issue has gone too far.

Building on a strong foundation

Make the system right, and everything is a build-on. Whatever comes up is easier.

Objectives

Director's objectives

The vision

1) Director has a clear and repeatedly stated vision for Company. He knows what Prospect is looking for. He will not approve other ways this message is put. Probably, Director is infinitely more willing to put complete trust in a designer. However: We will not put trust in you.

Solve Director's priorities

If Director prioritizes an objective, give the objective back heavy.

Do what Bad Director wants

Make the change toward the irrational way Bad Director wants. Find a solution. Tell Bad Director this statement:

You: I am making this change.

Let conversation lead to determining if this order is good. You get another chance to talk Bad Director out of his order -- less as an adversary, because you are carrying out what Bad Director wants.

You: Company has every advantage, because I am honored to be in this company. This company is the best.

Bad Director thinks he is bigger than market

Often, Bad Director believes he is more powerful

than the market. He knows more than the market. He will cite situations where the market followed a great leader's vision. Also, he will take you down in flames.

Let the market dictate what the market wants. You can seduce, cajole, convince, and otherwise pull in the market. However: You will never command the market.

Wants a certain way and information to support

Jerk wants a plan a certain way, and only wants information to support that plan.

Thinks the project is already done

Jerk finds what he expects to find

Jerk finds what he expects to find.

Instant fix

For years, nothing was done about the problem. Now, Bad Director expects you to fix the problem in six months. The problem is: Other managers tell Bad Director can fix this problem in six months.

He can get on the road to better success. However: Bad Director wants the flash, and he will get burned once again.

Bad Director wants a guarantee.

But, he cannot have a guarantee.

You must, because Director ordered you.

You must do that assignment. Reason: Director will look at your assignment and say...

Director: I order you.

Avoid obeying Bad Director.

Reason: Bad Director makes company fail.

You want to succeed.

Director contradicts Director

Director orders you to perform an activity.

However, Director's order contradicts Director's earlier order.

Bumbler to Director: Your two orders contradict. Director becomes defensive. Probably, Director

yells at Bumbler.

Instead, be subtle.

You to Director: Let us discuss everything.

Talk about the general past with Director.

Probably, Director will understand the following:

Director is inconsistent.

Bad Director will contradict himself

Soon, Bad Director will contradict himself.

Bad Director will do an act. Bad Director's act is similar to your act. However, Bad Director criticized you.

Why is Director inconsistent?

Here are reasons: Director hears President's different approach. Then, Director's new approach reflects President's approach. Director learns new information about a competitor.

Director forgets Director's previous approach.

Director learns the following: A different approach gets stronger results. Then, Director forgets Director's original approach.

Director adopts the assessment that gets strong results.

Director learns the following: If Director adopts a different approach, Director will increase his power.

There are many known reasons Director changes Director's approach. For example, the market changes. Following are less known reasons Director changes approach. Coworker influences Director.

Talk about narrowing down his answers

Get Bad Director to commit. Write Bad

Director's statement. Distribute Bad Director's decision. Then, Bad Director changes Bad Director's orders. Bad Director looks inconsistent, ridiculous and incompetent.

Let Director's inconsistency exist

Do not confront Director about Director's inconsistency. Director disagrees with your assertion.

Director: I am consistent. Previously, blue was the best color. Now, red is the best color.

For example: Last week, Director selects blue. This week, Director selects red. Factors changed in that week.

Bumbler guesses about Director

Bumbler does not use judgment. Instead, Bumbler guesses about Director.

Bumbler thinks: Which approach will Director want?

Often, Bumbler will guess wrong. Bumbler's power decreases.

Avoid receiving Director's orders

Director has orders. Avoid receiving Director's orders. Instead, talk with Director about results. Bumbler asks Director for orders. Bumbler follows Director's orders, and the project fails. Instead, perform early experiments, and you get certain results. Report your results to Director. Then, recommend actions that reflect the best results. Smart Director responds to the results. Bad Director gives stale orders.

Bad Director gives you bad directives. However, you must get strong results. Bad Director's orders will cause weak results. Therefore, you have a problem.

Avoid Bad Director's objectives.

You must avoid Bad Director's directives. Here are some ways:

~ Implement a small part of Bad Director's directives. Ignore the remaining bad part.

Quick: you're going to be reshaping it. And then you're gonna be // . But right now you're talking about taking it in a wider sense.

~ Think about Director's objective. You think: Actually, Director wants strong results. Director said to me: I want strong results.

~ Look for /openings/ in Bad Director's directive. For example: Director's directive: Manager must report weekly. The following is unclear: Who should Manager report to? How lengthy should report be? Is report verbal or written? Use those openings to avoid Bad Director's directive.

~ Ignore Bad Director's bad directive.
Bad Director to President: Manager ignores my directive. I want to punish Manager.
President to you: Why are you ignoring Bad Director's directive?
You: I believe the following: Bad Director's directive will not produce strong results. Your directive is the following: Get strong results. I am following your directive.
President supports you. Reason: You are getting strong results.

Bumbler follows Bad Director's bad directives. Bumbler gets weak results.
Bumbler to President: I obeyed Bad Director. Bad Director's bad directive made me fail.
President rejects Bumbler's /assertion/.
Reason: President wants strong results.
Bumbler got weak results.

Use your judgment

Director gives you an order.
Director: Make the color red.
There is an emergency. You have an immediate deadline. You participate with Developer, and Developer cannot make the color red. Developer can only make the color blue. You call Director to discuss the issue. You cannot find Director. Therefore, choose blue, and meet the deadline. Reason: The bigger order is the following: Complete the project before the deadline. Director may fire you. However, your reputation improves. Reason: You complete projects before deadlines. Most coworkers are fearful. They worry about all orders, so they miss the deadlines.

Your issue has two conflicting orders:
1. Complete the project before the deadline.
2. Make the color red.

You cannot do both. So, you choose the most important order. [then, replace all that with what you just did. Put the word brochure in there...color red for a brochure.]

Think about the objective. Which objective is more important? A brochure is at the event.

2. There is no brochure at the event.
However, after the event ends, the brochure will be red. Probably, you are creating the brochure for the event. Therefore, you must have that brochure at the event.

Bad Director avoids action

Director has a responsibility. Director gives Coworker Director's orders.

You to director: Will you tell Coworker about your new procedure?

Your question appears innocent, but your question is not innocent. Reason:

You to Director: Will you tell Coworker about the new procedure?

Probably, Director avoids answering you.

Director: I will talk with Coworker later.

However, Director does not. And, you must participate with Coworker.

Director to you: I changed the procedure. This change affects coworker. However, director does not tell coworker about the change. Coworker to you: what is the new procedure?

Tell coworker minimal information. Reason: This situation is dangerous. Coworker will be angry about the new procedure. Therefore, coworker or director could blame you.

You: I gave you this information. Reason: We must make progress.

Coworker to you: Why did Director change the procedure?

You: Please discuss that subject with Director.

Coworker: Do you know why Director changed the procedure?

You: I cannot discuss that subject with you.

Coworker: Why not?

You: Director should give you Director's explanation.

If Coworker is trustworthy and helpful, tell Coworker more.

Bumbler tells Coworker everything. Then, Director and Coworker are angry with Bumbler. The new procedure has problems. Director blames Bumbler for those problems. Reason: Director cannot be responsible. Bumbler is /there/, and Bumbler talks too much. Therefore, Director blames Bumbler.

Coworker agrees with Director. Reason: Previously, Director made a change, and Coworker was humiliated. However, Coworker still serves Director. Coworker needs a distraction. Therefore, Coworker criticizes Bumbler.

Imply to Coworker: I am not your manager. Director is your manager. Please, ask Director about Director's new procedure. I cannot tell you Director's orders.

Director does not speak with Coworker about the Director's new procedure. Reason: Director is afraid of Coworker. Director has worries. For example: Coworker hates new procedure. Therefore, Coworker complains to President about Director's new procedure. President criticizes Director. Therefore, Director /has you deliver the bad news so Director has leeway/.
Director to President: /This has all gotten confused./
Therefore, Director tells you the new procedure. Director hopes for the following: You tell Coworker the new procedure. Then, President criticizes Director.
Director to President: Manager handled everything wrong.

Director to President: This problem is Manager's fault. Manager misinterpreted my statement.

Bumbler tells Coworker everything. Also, Bumbler speculates about Director's motivations.
Director to Bumbler: You ruined my plan. I have a responsibility. I tell Coworker about the new procedure. Now, the new procedure will fail. You get the blame.

Probably, Coworker senses the following: Director will want a new procedure. Recently, Coworker received an indication. Coworker acts ignorant now, but he is not ignorant. Coworker hopes you will do the following: You will say the wrong statement. Reason: Coworker and Director can blame you.

Bad Director worries about you

Reason: Bad Director knows the following: Bad Director is incompetent. Bad director does not get strong results. You get strong results. Bad director worries about the following: President fires Bad Director. President appoints you as Director.

Bad Director avoids making a clear order.

Instead, Bad Director wants /uncertainty,

murkiness, cloudiness/. Reason: Later, Bad Director can avoid responsibility for a problem.

Bad Director: Why are you asking me now?

You: Previously, communication was an issue. I want clear communication.

Therefore, I am discussing this subject with you.

Translation: Previously, Bad Director betrayed you. You do not trust Bad Director.

Directors will disagree

Directors disagree.

Director to you: Go west.

Other Director to you: Go east.

You are Manager. Therefore, you manage this disagreement.

You think: Which choice will get strong results?

Then, you select the best choice.

Other Director to you: You did not follow my order.

Imply to Director: I received multiple directives. The situation is complex. I used my judgment.

Use this disagreement.

You imply to President: I receive contradictory orders. Therefore, I use my judgment.

Director questions your decision

Director: Why did you choose January?

You: I examined several options.

Jerk wants to derail Director's objectives

Possibly, Jerk confronts you.

Jerk: Tell me your thoughts. How do you feel about me? Do you like me?

You: Yes, I like you. I respect you.

You are telling the truth. Jerk has characteristics that you like.

Jerk: Do you agree with Director's orders?

You: Yes.

Jerk: Do you disagree with me?

You: I focus on Company's goals. We participate together to achieve Company's goals.

Your answer is vague. Good. Jerk does not deserve a clear answer.

Jerk wants you to do the following: Serve Jerk's negative plans. You want to survive. Therefore, the conversation is awkward.

Jerk: You frustrate me.

You: Your frustration is unfortunate.

Bumbler gives Jerk a clear answer.

Bumbler to Jerk: I disagree with Director's statements.

Jerk to Director: Bumbler causes /disruption/ with the team.

Bad Director likes Bad Director's orders

Bad Director believes Bad Director is correct. Bad Director likes Bad Director's behavior.

Bad Director has assessments. However, Bad director does not have results. Bad Director's assessments are weak. Your results are strong.

Director believes Director's assessments

Director believes the following: Director's assessment is the only correct assessment. Director is right. Other assessments are wrong.

Bad Director's opinion /trumps/ your opinion.

Reason: Bad Director is ranked higher. However, Bad director is stupid. Bumbler follows Bad Director's opinion. Then, Bumbler fails. Instead, you rely on facts.

The facts anger Bad director.

Bad director hates facts. Reason: The facts do not match Bad Director's assessment. Reason' Bad director is bad.

You need an ally. Use facts as your ally.

Bumbler follows Bad Director's orders.

Then, the project fails. Company fires Bumbler. Bumbler cannot say the following on Bumbler's resume: "I developed a successful project."

Bumbler tells new Company: I follow orders.

However, those orders are wrong. Most companies get weak results. Bumbler declines more. Reason: Bumbler does not ask Bumbler: What is the right solution for Company?

Success is more important than an order

You have a choice. 1. You follow Bad Director's orders. You fail. Company fires you. 2. You avoid Bad Director's orders. Or, you disobey Bad Director's orders. You succeed. Probably, Company keeps you.

President to you: You disobeyed Bad Director's orders.

You: Company gave me bigger orders. Company wants me to get strong results. I obeyed Company's bigger orders.

Lesson: Use Company's structure to succeed.

Reference a higher authority. Align with the right /entity/. Go around the bad /entity/. Bad Director is the bad /entity/.

Director's priorities

Director wants to continue in the game. Therefore, Director has priorities.

1. Survive in the game. If director must betray you, Director will betray you. Reason: Director must survive into he game.

2. Be effective in the organization. If Director must compliment Bad President, then Director will compliment Bad President. Reason: Bad President will let Director be effective.

3. Support the team /subordinate, underlings, is there a better word for subordinate, or is team the one, probably not/. If Director must encourage Developer, then Director will encourage Developer. Reason: The team improves.

4. Director wants the following: Other directors like Director if other directors criticize your project, Director will criticize your project. Reason: Director wants acceptance.

Directors meet often.

Director to you: I tell other directors my assessments.

Director is being inaccurate. Mostly, Director listens to other directors. Then, Director modifies Director's assessment. Director's new assessment agrees with other directors.

Present objectives to Director.

Show Director the objectives. Get Director's response.

You to Director: Do you approve these objectives? We can make changes.

Director should do the following: Take some responsibility for the objectives. Bad Director avoids responsibility. Reason: If project succeeds, Bad director takes credit. If project fails, Bad Director says the following:
Bad Director: I was unaware of this project.
Director must agree to the objectives. Reason:

The team takes responsibility for success.

/Expose/ Bad Director's contradictions.

You have different options.

~ Talk with Bad Director about the future.

Quick: an email, and take notes about the decisions.

Write director's order. Later, Director contradicts Director's order.

Reply with an e-mail. Then, you have a written record of Bad Director's order.

See "Opportunistic" on page @.

See "Derailing" on page @.

See "Who you are managing > Director" on page @.

Planning, executing, and reaching goals

Exercise plan: discipline

Marketing takes discipline. Unfortunately, the industry attracts undisciplined people.
Bumbler: Wow! Marketing is wild and carefree, that industry is for me.
Then, Bumbler gets a rude awakening.

Exercise program

There is no real secret. In fact, you could say what you need to do all day long. The problem is: He will not stick to the program. Do not let the ship build up ever more steam. However: Do not go down with that sinking ship.

Program is no glamour

Jerk wants to do a big act. He does not want to develop a solid marketing communications program. This program grows steadily over the years. Analogy: A bad doctor who says...
Bad Doctor: I want to perform brain surgery on you, and you might die. But, if you survive, you could become a genius.
You do not want to take big risks.

Avoid long-term plans

Bumbler: I will make a plan. I will predict our activity. My plan will /cover/ five years.
Probably, Bumbler's plan is not helpful. Probably, a distant prediction is a fantasy. Reason: The factors change. Instead, plan for six months. Make predictions for six months. Reason: You will increase the accuracy.

Basics

Want what company wants

You want only what Company wants. A rate reduction means you get less commission, but you don't care. You are happy: in part, because Company advertises more, and you get more opportunities to succeed.

Advocate who gets strong results

Bumbler gravitates to Coworker's opinion. Coworker's opinions become Bumbler's opinions, Director notices. You are discounted from that point forward.

Instead, use of the advocacy role.

You: Here is what Director says. And, Director is Director. And, we do what Director says.

Do not stand up and bellow out at every occasion ...

Bumbler: And, I agree with him!

You think you are doing right. However:

You are doing the project wrong. Reason:

Director is not the only one in Company. If

you to agree with him (true about half the

time), then you can say so. However: If

you do not agree, then...

You: Director wants the project this way.

You are the advocate. You put forth

Director's wishes. Then...

Jerk: What is your opinion?

You: No. We are not going to get into that

topic. We have a project, and now is the

time to be saying, "Director wants the

project this way, and we have to look out at

what Director wants."

Reason: We have to get out there. The

reality is: The plan could succeed if all

coworkers give a push.

Follow Company to lead

Director studies an issue. Therefore, you study the issue.

Director does not worry about the issue.

Therefore, you do not worry about the issue.

Learn Company's actual objectives.

Company announces company's objectives. However, company has other objectives. The other objectives are unspoken. Understand company's real objectives.

What is important to Director

With Director, perceive what is important to her.

Go where the success is

The camel spit phenomenon. If Business Friend learned there is a bona fide gold mine in camel spit...

Business Friend: Tell me more.

Agreeing on the process/plan/objective

You: Your behavior will not contribute directly to getting responses, but you still want to behave this way.

Placing many items will subtract. Elements are fighting for attention. Do not take that risk. You are the one responsible for getting responses. If responses do not come in, you will not want to hear excuses like a recollection of this conversation we are having. What are your thoughts?

What are you trying to accomplish

What you are trying to accomplish? Are you staying with the objective?

See objectives and plan

See the objective and reach your objective.

Advertising is not simply part of marketing mix

Often, you will see advertising put into an overall marketing plan. Bumbler sloughs off advertising as part of the marketing mix. Bumbler is wrong.

All coworkers are equal. Whatever small emphasis is put on your project, that emphasis will cause significant swings. You may not get strong results.

Solve problems, reach goal

You have problems /obstacle, becomes problem/.
Solve those problems. Then, you reach the goal.

Find a successful /was effective/ method.
Learn about methods. Some methods are successful. Some methods fail. Choose a successful method. Jerk wants you to lose.
Therefore, Jerk dislikes your successful method.
Bad Director has a big ego. Therefore, Bad director dislikes your method. Coworker is tired.
Therefore, Coworker dislikes your method.
Company hates change. Therefore, Company dislikes your methods. Seller cannot make deadline. Therefore, Seller dislikes your method.

Summary: Your method is good. Your /obstacles/

are bad.

Forming the objective

Let us have you predict everything next year

Write down future events. You believe the following: These events will occur in a year. Also, a year from today we will read this paper and see if you are correct.

Not is, but what could be

What matters is what you think the project could be.

Parameters help form objectives

You are operating within parameters set by Company. Determine what Company is confident with. There are several ways you can go about the process. Determine what Company needs to achieve.

Support the objectives, but stay flexible

You give...then you take. You give your initial support. Say what you are comfortable saying. However: Then you take exception to some things. These things might happen. You gave the issue some thought, and you need to raise these points.

Exploration

/how is this different from the Advertising for Results book's gathering and asking experts?/

Persuade Director to experiment

Your department experiments, because your department does not know the right answer. Easy answers are known. For example: The office needs pencils. So, Coworker obtains pencils. Your problems are complex, so you experiment to find solutions.

Bad Scientist: I know the cure. We do not need to experiment. Let us make the pills and give them to people.

Instead, understand a good scientist's methods, and use those methods.

Director wants success. However, a plan may not get strong results. Therefore, you /execute/ three experiments, because probably, one of those experiments will get strong results.

You to Director: I am not a /soothsayer/. I cannot guarantee that a plan will get strong results. However, three experiments will reveal information to us. Then, we can use this information, and we can determine a plan that will probably get strong results.

What you are learning

Diagnose well

If there is one minor change between things, Jerk will focus on that change. A Expert fixates on the one minor thing you did.

Jerk: You wore a blue shirt. Oh, that blue shirt can be the problem.

Discovering

The process is discovering

You discover. Once discovered, the procedure is simple. However: You discover one little change you need to make and nobody else knows how, you have value. Once Coworker discovers the procedure, there is no value. And, all Coworker cockily talks about how nothing the procedure is.

The value of asking questions

Ask questions. One reason: At the end...

Coworker thinks: You know a little more about us. The prospect has delivered this information, and someone who did not hear the information would not know what was said. Therefore, you have an edge.

Put your attention where the information is collected

Jerk thinks Director is most important -- the sage who determines which way to go. However: Director is not at the center. Put your attention is where the information is gathered and taken through the first stages of analysis -- what you would call rudimentary looks -- and determinations about which way to go. Once the final package is put together, you can get agreement on the best direction. You know what we should do. Therefore, the conflict is in this package.
~ What made the issue up.
~ Who made the issue.

~ What factors were considered, not considered.
~ How intelligent is the "gatherer."
~ How good is our information.
Send off three different coworkers to put together a review package for any major project -- with information necessary to base a decision on -- and how similar will those packages look.

Instead of gagging at the current logo or corporate symbol or design element, determine how to make the logo spectacular. Company will swoon. You will build on and improve

Be /adventurous/.

Company wants to grow. Therefore, Company must explore more opportunities. Explore for company. Reasons:

Your activities remain interesting. /if you have a good overall word for work, use instead of activities./

Bad Director's criticisms are ineffective. Reason: You produce new results.

You improve your skills.

Director forgives your other mistakes.

You give success to Company.

Who you are in this process

Researcher

You are a researcher. You are researching new ways, ideas, markets, creations to help Prospect.

Investigation

Investigation is a favorite part of the assignment. You interview and put the puzzle together.

Talk with the correct Coworker

Often, reaching the right person will solve your problem. You reach the right person because you have many alliances.

Keep your ear to the ground

Keep your ear to the ground.

See where things currently are

See where things currently are. Maybe you need to put together a report. This report

paints a bleak picture. Jerk can make some progress and start digging out of his hole.

You are looking for answers

As a detective...

Coworker said information. Use this information. Process, question, and factor this information in to your solid recommendation. Do not cut off Director. You listen and listen. And, listen.

Since the manager is seen as a flighty, lunch-loving type who put professionalism behind giddiness, always going to come across better if looking for a solution, and you are seriously determined to find the solution. Often, Coworker will be as serious or light as you are.

You: I want to tell you what I can do, and where I think I can best contribute, and what I still need to improve.
You are allies.

Presuming is bad

Presuming you can leave early, or you can use the copier for your own needs.
Presumption is your enemy in Company. And, do not expect anyone to play fair with presumption. Coworker uses your presumption for advantage at times when your presumption is not relevant. Stay well on the safe side of presumption.

Speculation is too easy

Speculation is too easy. Speculation comes down to who comes up with the plausible line. However: What is plausible does not always become what happened or will happen. There are other plausible ways. However: Who wins makes the argument with ferocity.

Stay non-committal as long as you can

Stay as non-committal as you can for as long as you can.

What to look for when searching

When searching for an item, what to think about.

Explore new opportunities

Be the research and development part of Company. Get new opportunities and ways of using Product.

Fun exploring new opportunities
Explore new markets and opportunities.

Make your hobby working on new technology in your industry. Do the way out stuff. Your hobby may become your job.

Arrangement**Write information**

Bumblor: I do not have to write information down, because I will remember the information. Do not worry.

The problem is: Director will not trust that information. Show a written document.

Also, you do not have to remember. You have the information written down and filed.

Also, you remember the information better, because you did write the information.

Also, you can organize the whole thing better, putting in necessary information like phone numbers. You can reference this information two years later. You would not have remembered those phone numbers after two years.

You have the information written down.
Therefore, the matter is done.

Take notes in meetings

You are in a meeting. If you do not listen, you will have several problems. Coworker tells you facts, but you do not know them. Therefore, you cannot ask proper questions. Solution: Write notes.

Exploration: tools to diagnose the problem

and fix the problem

You can be given the tools, and helped with the ability, to break down and analyze what is going on, then come up with the best response to the problem.

Different situations come up. You cannot be expected to have all the solutions, primarily because Jerk keeps coming up with new ways to challenge you. Therefore, this book cannot give everything to you. This book describes scenarios.

Experiment with new devices.

However, do not commit to using new devices.

Device seller: This device solves everything.

Do not trust Device Seller. Instead, try the device. Learn about the device. If the device operates well, use the device.

Socratic Method with Director

Use the Socratic Method. Do not tell Director things. Director's defenses go right up. Instead, you ask.

You: Why did you handle the issue that way?

Let Director answer.

Say before asking

Do not preamble your questions

Try to cut down on your /preambles/.

Bumbler: I know this question is dumb, but...

Do not go overboard with acting naive.

Coworker sees through your naive act if you use your naive act too much. Use your naive act like spice in food.

You: "I ask questions in no particular order"

Tell Coworker you ask questions in no particular order.

Participating with Expert

Introduction

Seek out wise coworkers

Look for words from wise Coworker.

When Coworker gives you advice, you have a special thing together. Never handle Coworker's advice badly! Appreciate Coworker's advice. If you do not follow the advice, put yourself down.

You: I did not have the courage to take your advice.

Coworker likes to hear you play the advice back to her.

Participating with Expert

Expert...

~ is respected in Company.

~ is liked by Customer.

~ has had brilliant success in Company.

~ has a firm set of do's and do nots for ad creation.

~ openly dislikes Company's advertising

~ rejects much under her control.

Reasons: Expert maintains her reputation as the expert. If Expert were approving in nature, figuring the following: While the approach might not be what she would do, the approach will be effective. Expert's reputation would not hold. Note: Expert's views are like the 10 Commandments, if you go down the street to another company, someone else is playing the same expert role and has her 10 Commandments. And, Expert could hate an ad, and the ad could easily go on to be a big hit.

You can have more influence than Expert. Your great thinking product expert will go astray from the market, because she weighs the merits of the technology over everything else.

You: Yes, the message is big but the message is terrible.

Expert cannot get the message on that front.

Also, she does not understand the frailties of humankind.

Expert is the expert

You are including Expert. If Bad Director says you should know as much as Expert, then Bad Director does not you need both you and Expert.

Understanding

Expert is not necessarily smarter

Because Expert has specialized expertise she is not smarter than you.

Understanding the expert

Expert is an expert in order to have value in Company. If you have the conversations allow the expert to cite some of her expertise, probably, Expert will agree with you. Reason: Her reputation is important to her. Expert could have said the statement any one of a number of ways. However:
1) What you are saying is logical, and
2) Expert is glad to have you saying what an expert she is. Therefore, Expert may have not considered your subject. Nonetheless, Expert pages through the vast files in her mind to reinforce what you are saying.

Here is what nobody wants to talk about:
The expert can be insecure.

Expert: I know more than others.

Expert wants you to recognize her as an expert! Being recognized salves her insecurities. Therefore, recognize her.

Also, the same goes for Director.

Expert sites obscure as possible

You talk with Expert. The problem is:
Expert knows too much in a deep sense.

Expert: I read an article where certain users are experiencing problems.

Often, occurrences do not come up, although the Expert treats occurrences as the Expert

could in your situation. Expert does not weigh in the likelihood. He only considers the other occurrences. You are better off with a diagnostician who does not know all the obscurities, but considers more.

Respect Expert.

Rely on Expert. Defend Expert. The expert is sensitive. Expert tells you the right direction. Ally with Expert. Expert gives you valuable information.

Expert hates the game. One reason: Expert focuses on Expert's expertise. Expertise does not focus on the game.

Expert believes he has more capabilities

Expert believes she is creating from a market's perspective. Therefore, do not go in deriding her.

Play back expert's marketing sense

Take anything positive the product expert has ever said about marketing and play her statement back to her. Expert does not believe she made this product in a vacuum. Expert believes she is making the stratospheric satisfaction of her users. She revels in the idea of Customer using her product.

Do not agree with Expert's dislike of marketing.

Director will have changes

Complete the project to your satisfaction, because Director will have problems with the project -- and you only compound the project with sloppiness you could have fixed. Nonetheless, you cannot sharpen the project day after day, because you do not have that time luxury, and you will only push the project into the panic stage.

You: What do I care about? What does the prospect care about?

When you talk with an expert, you listen. Any suggestions you make can be a turnoff to him. Therefore, avoid making

suggestions until you understand the situation. The temptation is to say...

Bumbler: I am going to jump in and tell you what I think.

However: Do not speak rashly. Speaking rashly can be an unwise thing to do until you know who you are talking to and what you are talking about. Resist.

Ways to get answers from the expert

Getting Expert's reaction

Example: There is Project, and the project is bad. In conversation, you toss the name of the project out there.

You: And, there is Project.

Note the reaction. Half the time you will see all over her face. Unless Expert thinks you are a snake who cannot be trusted with tier information. Therefore, you see what is up.

You: What is your take?

Ask loaded questions

Ask loaded question. Often, you will not be caught.

Asking then backing off - still asking

Asking and then backing off. However:

You still ask.

You to Director: At what amount do you need to see for Director to approve? What is the minimum you worry about?

Then stop, depending on the look on Director's face.

You: Be happy. I am frugal in all ways.

You will not see a bunch of mysterious bills.

I want to know if there is a point you do not want to be bothered at.

Easy

373. Art of softball questions

/The art of asking easy questions./

"This question answers itself, but..."

You: This question answers itself, but...

Dig

"Call me what you will -- answer my question"

You: Let me save you a little time. I am an idiot. I give you whatever more you want. Now, answer my question.

Getting an amount out of Worker

Example: You need to determine how to you get the prices of rents in the area. You say an amount and Expert has to tell you the exact number.

You: I bet you are paying \$900 a month.
Renter: \$1,400!

Talk with a retail business owner.

Business owner: Rent here has to be \$900 a month.

Business owner has to say an amount.

Do not mean to belabor, but...

You do not mean to belabor, but... If you are not getting anywhere with him, probe the issue. The issue is too important.

History of the product, no - get marketing-related information

Before the meeting, know the information, and compliment that creation. You get a start, the information lets you ask questions you have, and not be focused -- even though Expert might be -- on the ABCs of the product. You can get all that information from previous literature. Get the conversation focused on these marketing-related questions you need answers to. You cannot be happy to hear Expert talk. Focus on the issues from a marketing perspective. Expert might want to give you the history of the industry, because...

Expert: You should know the history.

You do not need to know the history. You have a limited amount of time, Expert has a limited amount of patience, and you need to steer conversation toward what you are looking for. You interrupt her...

You: I know this topic is important. But, I must get to these questions I have for you. You are looking for wavelength. You are in synch. Learn where Expert is coming from, and miraculously put you in the same camp. Camaraderie, you can get much accomplished. You are not going to get far being adversarial. Therefore, these meetings must be one on one. Coworkers have different perspectives, and there are different sides to you. You are not of one mind about everything. Therefore, you can gear yourself to be more on the team with Coworker. With the core issues, you have some things you are settled about. But, there is leeway in terms of how you discussed all characteristics of the situation. Finesse.

"I know you will give me a careful response"

You: I give you this information because I know you will give me a thoughtful response.

Coworker is obligated to give you a thoughtful response.

Inquire into Jerk's beliefs

Inquire into Jerk's beliefs.

Get to the root of the issue

In Company, you are always responding to Jerk questioning information. You need not worry about that data at hand. However: Get to the root of the problem. Jerk... ~ is afraid to make progress. ~ likes the status quo and will do everything to stop change.

You: Any information can be rejected if you want to reject the information. Is there some broader concern you have? You are opening yourself up to a harangue, which is fine. Reason: You can steer things the other way. Expert tells you much, and you have opportunities take the discussion

down your road...based on what she said.

You: Your statement is interesting.

You help Jerk's ego. Jerk's ego requires continual feeding.

You do not know what the information means

Expert says information, but you do not understand the information.

You: I do not understand that information.

You: The engineers said... So I ran to the dictionary to see what that meant.

Coworker relaxes. She did not know either.

You 1: I do not understand

You 2: Call me dumb, but...

You will normally find her following you, and opening up.

Skeptical

Detecting by omission

Be willing to...

You: Director did not raise the issue.

She would have raised the issue if she knew about the issue. That fact is big. Director would not omit that fact.

/Make this part of that reading between the lines with surveys./

Be skeptical

Have a healthy skepticism.

Expert does have an idea

When Expert tells you she has no idea, pursue the matter. Often, she knows more than she thinks. Give Expert a wild number and...

You: The amount is about 50?

Expert: No! The amount is closer to 1,000.

And, give you a better clue.

No conflict

When Expert gets touchy

You disturb Expert. You ask Expert questions in areas where the product is weak, and Expert does not have good answers.

Expert thinks: I should not get this beating from Manager. All coworkers should respect me.

Therefore....

Expert: That issue does not matter.

Prospect is not looking for that answer.

And, Expert says long recitals of well-covered ground about the product's unrelated strengths.

Expert: I did these projects for 10 years.

Do not fight Expert. You do not need to. Give your straight look and nod of the head. You are on rough terrain right now, and irrational things can happen. Too much push can kill you.

You: I am only asking questions here. I am taking in information.

This response gets you out of the situation unscathed. You cannot be goaded!

Expert: How long have you been a manager?

You: No, thank you. I will not answer your question now. I ask you questions.

Do let the subject change. Then, stop

Expert. If Expert presses...

You: I understand why you are asking that question. That question takes us to another subject. We are on this subject right now.

You do not believe you won. However:

You won. Reason: You did not fight -- did not let Expert defeat you.

Expert will come around with another answer. Then, you know the issue has been gnawing at Expert. The issue is not what you are doing. You are only the manager, trying to make the best points you can for

the product. The problem is: There is a gaping hole. If you lay low -- do not state, "We have a problem!" -- the focus will get back on the product makers, not you.

Expert: I zinged Manager.

The response will be (either spoken or unspoken)...

Coworker: No, you did not. Expert did not fight you.

And, Expert will conclude what you are asking about is indeed a problem. Since you did not conclude, Coworker is bound to conclude. Then, since Coworker concluded, the conclusion becomes hers.

You sewed the seeds. You are like the gunslinger, who shrugs off the challenge from another. You are peaceful Manager. Your message will all come through loud and clear, because normally you are agreeable Manager.

You: Your statement makes sense to me. In this situation, you are taking information in. You cannot be criticized for not having the "sounds good" look, and you are not leaving Jerk with response options.

Bumbler: Normally you agree, and now you are giving me this look.

However: Do not look upset. You are picking an unnecessary fight.

Do not joust with Expert

Bumbler goes into a meeting and knows more than the experts.
stopping

An assessment is a fact or an opinion

Director likes Expert's assessment. Therefore, Director changes Expert's assessment into a fact.
Director: Expert says the customer will not accept our new product.

However, Director does not like Expert's assessment. Then, Director /discounts/ Expert.

Director: Expert gave us his opinion.

Problems getting there

1277. Notice when the project is not proceeding logically.

You thought the project would proceed in a certain way, but unexpected problems arise. 1278.

Remember these problems, because you can avoid them the next time.

1279. Have experience and wisdom. If everything were logical we would not need experience.

New objectives upset Company

To defeat the competition, you need to shake up Company, because he likes the current situation. There is a weird belief. The small deserve to stay small, and you should not take market share from another company. Jerk believes you should not dare try an initiative. Your initiative could jostle the competition.

Determine if you doing great projects or undoing old problems. Tell Jerk what the activities are.

New objectives require care

There is a new item in the office. Director will be hypersensitive about the new item, so be careful.

Coming in after laying off awhile

You have not done a marketing campaign for awhile. When you re-start the campaign, you will get a higher response. You will receive "pent up" demand.

Director thinks competition is better

Director believes the competition is doing everything right, and you are doing everything wrong. Solution: Get strong results.

Company limits product because its other product

Bad Company limits its product capabilities because of some other item Bad Company sells. Jerk put 90% of the weight into the following: He sells this other thing. However, Jerk does not realize by marketing this other product, he inspired another company to imitate the other product, and to include all the items the original company was afraid to put in.

Do a difficult assignment

An assignment is difficult. You can shine! Pick up the sword and fight. You will find a way to win...amaze Coworker.

Proceed carefully.

Reason: You will get strong results. Then, the issue will be: Did you proceed carefully? Jerk wants to stop your results.

Jerk to Director: Manager does not proceed carefully.

Determine which coworkers failed.

The project is not finished. The project is stopped. Therefore, some team members failed. Make an assessment. Determine which coworkers failed.

Keep Director from making a mistake

Coworker: Director wants the project this way. Show Director the alternatives.

"So what if our image is true? Change our image"

Bad Director tells you to change the perception, even though the perception is true. He is deluding himself.

Jerk would rather send everything down the drain than stand up and say...

You: The market sees us this way.

Therefore, we have to change the realities in Company. Then, advertise this good news. We hope to change the perception before we lose our shirts!

Stop company from harming itself

Have an eye for what is gimmicky and annoying. Often, Company will barrel down some path. This path makes no sense. You are not a follower. Therefore, you have a duty to put up your hands...

You: Can we discuss this topic from the market's point of view?

Doctor analogy appendicitis

Perhaps the best analogy is with a doctor.

Doctor: I recommend an appendectomy.

Patient: No, I want my tonsils removed.
Bad Doctor would remove his tonsils. Be
Good Doctor.

Use the doctor analogy liberally. The
question is what a doctor would do in the
situation. A doctor would not tell you what
you wanted to hear?

Now is a good time to talk about your
credibility.

Most plans fail; here are the reasons

Reasons: 1. many plans do not finish. Plans
succeed. Then, the market rejects /most of those
plans/.

Some plans complete. Those plans become projects.
Some projects fail. Reasons:

1. company does not support project
2. Project is weak.
3. The market dislikes the project.

Bad Director does not focus on success

Instead, Bad Director focuses on blame. Bad
director anticipates the following: project will fail.
Then, Bad Director will blame you.

Good Director focuses on winning.

Bad Director serves Bad Director

For example, Bad Director uses the
marketing budget for Bad Director's trips.
Company will fail.

Avoid discussing /non-changing/ issues.

The issue is not changing. Therefore, avoid
discussing the issue.

Coworker does not want to launch in January.
However, Director gave an order. Coworker is not
discussing the launch date with Director. So,
Coworker uses other tactics. Coworker wants your
alliance. Coworker wants the following: You are
angry about the January launch date. Coworker
hopes for the following: You complain to Director
about the January launch date.

Coworker to you: Why is the product launching in

January?

Reply with well-known information.

You: The order is for a January launch.

Coworker: January is stupid. Do you agree?

You: I have no feelings on that topic. I will obey the order.

Coworker: Director listens to you. Tell Director product must launch in March. Last month, you disagreed director. Director wanted the product blue. You told Director the following: the product should be red. Now, why are you obeying Director's orders?

You: I am a manager. Therefore, I manage different situations.

Coworker: I do not understand.

Coworker is wrong. Coworker understands.

Coworker wants to persuade you.

You: OK.

Respond carefully to Coworker. One reason: Probably, Coworker will tell your statements to others. And, Coworker will /distort/ your statements.

Coworker gets angry with you.

You think: I accept Coworker's anger. I will not fight Director.

The goal is in charge

The only one in charge is the goal.

Less power has more with an objective

Manager with less power can have more power.

You have more power when you are focused on the right objective, and Bad Director is not.

Whoever Bad Director is, the project must get done

Do not care about who Bad Director is. He has a responsibility to complete this project.

Do what the market wants

The project is getting strong results. Unfortunately, Bad Director wants to make his own mark. He drops the project because he is not getting credit for the project. Instead, suit your taste to hopeful projects. Even on your own selfish level, better off with some successes on your resume.

Market rejects most ideas

Develop strong ideas. However, many of those ideas will fail. Reason: The market rejects most ideas.

We are servants

We are all servants to the goal, the deadline, and Prospect.

Going to follow objectives whatever said now

Your attitude should be, whatever Jerks does, you will reach these objectives we agreed are right.

Nail objectives and all pales

When you have the objectives nailed, all the extraneous stuff pales. Say this statement:
You to Bad Director: A focus on these other things will take away from the objective.

You have a compromise. You know Bad Director wants to keep expanding the pie so Coworker is there 16 hours a day and still things are not being done. Determine how to budget time so these objectives are met.

Not position pursuing but objective

Do not pursue a position -- pursue objectives.
Pursue, because you want to get done what you know can be done.

The goal is everything

The result is the objective. Bad Director may get there by tearing Coworker down, which is not a difficult path. Once Bad Director is there, he has to give this rationale about why he maligns Coworker.

Focus on the objective

Director cares: 97% objective, 3% you personally. And, much of the 3% is you as related to the objective. Everything major you tell Director about yourself makes up her assessment of you. The accomplishment is the objective.

“We must achieve goals”

However, if Developer fails often, you are firm.

You to Developer: We must achieve the goals.
Developer must decide: Is the goal important to
Developer? Developer may not achieve the goal.
However, if Developer is /industrious/, you have a
different problem. Do no

Be negative for a moment

Bring up the negative points

Here are tactics with arguments. Talk about a possible consequence. Expect the consequence. Talk about the consequence.

You: The competition promises fast service. But, the competition cannot deliver fast service.

Go forth with the consequences. You could lose your assignment! The consequences should be brought up. Reason: Often, we have events in this world, and everyone is surprised about the outcome. Such as America not being too worried about Jerk getting off...and then, Jerk makes problems again. There will always be a drawback. Be up front with drawbacks. Handle drawbacks carefully. One reason: Coworker is more likely to believe you.

Up front about pitfalls

If you are up front about a problem, Director is more likely to understand the problem -- and especially more likely if you raise the problem first. You gave Director the whole picture. Director puts the problem in perspective, and you make progress together.

No consistency gap -- do not make statements for the moment

Bumbler makes statements for the moment. Bumbler's statement depends on what Bumbler thinks Director wants to hear. Therefore, Bumbler is inconsistent.

You: I cannot remember everything I say. I cannot remember who I say statements to.

Coworker says you have told her the same story three times, and you have no recollection telling her. Therefore, your memory is a funny thing. You think you remember what you remember. However: You are only remembering maybe 1/4 of what you did out there.

Bumbler says anything to get the project to go forward.
Director should believe the following: Your philosophy as consistent.

You 1: You always supported that method.

You 2: You always believed that method.

Then, the trick is to allow an exception, and state the exception. You allowed this exception to your credo...

You: Pursuing this approach was against my better judgment, and pursuing this approach was the right thing to do.

You: I do not know. Pursuing this approach felt right. I cannot say more.

However: Bumbler shifts with the winds all the time.
Bumbler agrees when Director agrees. Bumbler disagrees when Director disagrees. Bumbler's methods will fail.

Do not get Company too excited

You do not want Company too excited. Reason:
There might be a letdown.

Operate inside expectations

You operate inside these expectations.

Company's preconceived notions

There are dozens of projects you will not get through Company because of Director's preconceived notions about these projects. If Director wants to advertise a certain way, do not argue strongly against advertising this way. You have different ways you can go.

Do not promise to get strong results

You: We are trying different initiatives. We should get hopeful results and give us an indication where to go. And, we will gradually increase the response amount. We will build up speed, but we are not going to go from zero to 100 in 8.2 seconds.

Bad Director wants to get strong results immediately.

Bad Director: I put you in here two months ago, and I have been patient. Where are my instant riches?

You cannot change Bad Director. Do not work at a company where employees have this attitude.

"I promise to do everything possible to get strong results"

You: I will not promise to get strong results, but I will work to increase our chances of getting strong results. You will see me exploring all kinds of different areas.

Determine when you stop losing the sell and the entertainment took over.

Expectations vs. reality

Company's expectations vs. the actual launch reality.

The expectations game

A good part of what you do is an expectations game.

Drive to the goal

Stay with the objective

You think: Coworker's point is good. But, is Coworker's point keeping us on the objectives?

Keep your focus

Keep focus on objectives.

Keep on the subject

Keep Coworker on the subject, and avoid irrelevant topics. Many conversations are tangents waiting to happen.

Resolve is power

Resolve is power.

Do not get distracted

We satisfy the objectives. Good. We knock these things off. Do not get distracted. I am committed to helping you reach your goals. We are allies.

Hold onto your ideas

Do not present your ideas early on in conversation.

Do not pre-announce your new thing

You made a discovery. Do not announce your discovery. Do not immediately run in and tell Director. Reason: Your discovery is a special thing. There is a higher than average chance your discovery will fall apart

in the early stages. Seller will come back and say...

Seller: No.

Seller was looking for more than was originally discussed. Whatever the situation, you then have to go back and give Director bad news. Also, you lost ground for Company, because Director has already assimilated this nice benefit. This benefit becomes the standard.

/Use the term off the cuff/

Term for presenting things too early is off the cuff.

Determine how this alliance helps to reach the goals

Determine if the alliance allows you to accomplish more. You have goals. Ask yourself if this alliance assists you in getting to the goals.

Only concerned with the present and future

Say, you are only concerned about the future. Not the past.

To kick or be kicked

1. We will kick tail. Or
2. We will get our tails kicked.

There is no in between. We cannot predict what the competition will do. We cannot predict what will happen to the market. We cannot ride on anything. We must succeed.

Getting responses

Fill the pipeline with responses

Focus on the pipeline. Ensure that 1,000 responses per month are going into the pipeline, 100 responses are converting into trials, and 10 trials are converting into sales. The mathematics are easy. Conversion means everything to your company.

You can increase the response amount. Talk to Sales Developer and she will tell you all the problems your product has coming up against the competition.

Companies need strong results to live

Company must get a great response amount, or Company will fail. Things have to get strong results, and every dime is watched and shaved wherever possible.

Determine if there is accountability

The question is one of accountability. If there is no accountability, everything runs wild. Who takes the spotlight is not resolved.

Also, watch out for those who are high rollers.

Director is buying responses

Director is not spending money on advertising. She is buying sales responses.

Company receives a certain response amount, and Company only wants the responses to increase.

You are getting strong results for Director

Director: We will limit your budget.

You: Thank you. That decision will affect the response amount.

Getting responses

Second, everything should be done in the spirit of getting a response from the market. True on two levels: 1) Getting the numbers in to see what is going on. 2) Letting the market have its say on what you are up to.

Be proactive about getting strong results

You are setting yourself up. You told Director you will increase the amount responses, and reduce the cost. Sure, you want to disregard these goals. Get a nice raise each year, and make Director happy about the advertising. However: Director is smart, so you should see her. Being proactive will not insure you will keep your assignment, but being proactive helps your credibility.

However: Do not set numeric goals, such as a ten percent increase in responses and a fifteen percent drop in cost per lead. You are boxing yourself in excessively -- reducing your assignment to too easy to calculate goals. You will do wonderful things

throughout the year, but if you say nothing else is important, Director is glad to listen to you. If you are proactive about your program, then you can set the criteria and the measurements.

374. Director teaches you.

You can learn from Good Director. She will teach you much. And, you can learn from Bad Director because you learn your own way. /Expand on this./

Only into numbers for what get

Like numbers insofar as what they can do for you. Numbers bring out the surprises. Luckily, numbers are basic. Also, the computer does all the calculating for you.

Want Coworker to say, bring Prospects to us

You want Seller to be so confident she says:

Seller: You get Prospects to call us and we can sell them.

There are significant advantages to Seller's Product, and you will have a good time promoting those in your advertising.

The product's limits

Product being great is only one factor

Bumbler mistakenly believes the better product succeeds. He puts emphasis on the product.

Bumbler: Ours is better!

The product's quality is a huge factor in the purchase, but quality is not the only factor.

Does not believe better products are the key

Do not let Bad Director believe some marketing and sales magic will win for Company. The reality is: He should develop better products with superior service.

Bad Director thinks marketing will solve all his problems -- such as Company's decrepit Product, inferior sales and support system. You have bad news for Bad Director. You can bring the Prospects to Company. However, if his product is bad, Bad Director will only have unhappy customers.

Marketing is not hypnosis. There are notable

situations where Prospects flocked to the crummy product and somehow liked the product better. Desperate Bad Director nearly brims with these stories. And, marketers rushing for the fast buck go right along with Bad Director.

The product is not a cure-all

Bumbler will lead you to believe the following:

Bumbler: The product is a cure-all for every ill.

Decide the following: The product is nowhere near the best one for certain uses. Then, you focus your efforts.

Prioritizing can assist you. Show Company the following: You are including these spurious cure-all features in your list. However, you prioritize them after the important features. Then, you can ignore those spurious features.

New business

Acquiring new business

Write about new business.

Get new customers

Director wants to pull in new Customer from her circle of friends. You take Customer to great new levels of success.

However: If you want control over a customer, you obtain control over a customer. You will get respect if you are Manager who obtains new customers.

The issue is: There are a million guides on selling, and you do not need another one. Let us focus on certain characteristics. These characteristics could be a little more particular to landing prospects.

375. Get new customers.

/How you will help you get this./

Use your travel experience for stories

Go where you have a big story to tell, and use that experience as stepping-stones to your next groups.

Computer experience goes to DP department at airline goes to airline experience goes to story to tell possible airlines for its industrial biz.

Put together the sales lead system

You are not selling. You are putting together a sales lead

system. There is a big difference.

Jerk believes calling is hustling. You are giving an opportunity to Prospect.

Do not send literature when Prospect wants you to

Do not bother sending literature when Prospect asks. Reason: He is trying to get you off the phone.

Get prospects into system

Get prospects into the system. Reason: Many prospects take so long to become trials and customers. Bad Director looks for a quick fix, and he will be sorely disappointed. The solution takes time.

Angles

Delivering first class at low rates

Get reputation for delivering first class at /low/ rates.

Do not like, do not pay

Let Director see the response amount.

Estimating and billing

Overall

Learn how much

Prospect only has this amount of money. Therefore, he can only go so far.

Take nothing money related for granted

Take nothing money related for granted. Write reports. Give paperwork. Follow the budget.

Not an estimate – a game plan

Make your game plan your estimate.

Make Director comfortable about the money

Make Director comfortable about the purchase.

Reasons:

1. You show the following: Company can afford advertising.
2. The rest of the world must be more familiar with the product and using the product.
3. The product gets a name, and Prospect prefers to use a name product. Even if the product's name is not established, show the following: The product is

advertised. Therefore, potential customers will think the product has a name, even when the product does not.

Smart performance

Increase Seller estimates -- to be safe

When you estimate the cost for a project, automatically increase the budget by 20%, and double the time length.

Let large bills go directly to Customer

Big assignments are billed straight to Customer, and you bill your 15% separately. You would think the following:

Bad Customer: I will zip you out entirely and participate with Seller.

However: Because you delivered value for your 15%, problems never arose. The problem became accounting. Coworker understands. Also, you are not stuck with big bills.

Menus, not plans

An alternative to plans: Put together menus. Things you can do. Director participates, and can shoot things down.

Do not trust one source

Expert can get your sensibilities out of whack. Do not obey any one expert or book.

Different sources make different assessments. Do not accept one source. Instead, study multiple sources as assess.

Bad Seller wants to steal money

Bad Seller wants to take Company's money. Bad Seller says anything to get Company's money.

Compare invoice to proposal

Seller gives you a written proposal, and you approve the proposal. Later, Seller gives you an invoice. Compare Seller's proposal to Seller's invoice. Bumbler phones Seller, and Seller gives Bumbler a verbal proposal. Seller's invoice price is higher than Seller's verbal proposal, but Bumbler cannot /refute/ Seller. A written proposal commits Seller.

Bumbler phones Seller and Seller gives Bumbler a

spoken proposal. [verbal becomes spoken in dictionary]. Later, Seller's price is higher than Seller's spoken proposal. However, Seller cannot /refute/ Seller. A written proposal commits Seller to Seller's written price. A spoken proposal lets Seller lie.

Examine every invoice

Reviewing invoices is tedious. However, you must examine invoices, because you avoid problems later.

Director: We are spending too much money with this vendor. Is the vendor charging us too much?

You: The vendor is charging us the amount we agreed to pay. I compared the vendor's invoice to the agreement.

Bumbler does not compare invoices to agreements. Bumbler loses Company's money.

Pause

Avoid super fast answers

Bumbler gives fast answers. His answer has to be right, because he responded so confidently.

Beware: There is instant gratification taking over what is correct.

Do not reveal your great idea

You might have the instant idea. Wonderful!

Nonetheless, hold onto the idea. The idea could be the one you sell for. Perhaps, the idea does not fit with Director's plans, but if you hold back, you know how to tweak the idea for her (and the idea did not sour by being told immediately). Run the idea through the proper channels, and get a buy-in.

Coworker: She told me about the idea, and I agree the idea is great.

Do not believe excuses about the system

Often, for some internal reason -- a good one -- the idea is not being done. Example: Do not say this statement:

Bumbler: Company should get a particular computer system. Otherwise, I can do nothing.

Accurate

Be as accurate as you can

In advertising discussion, question when Jerk is doing big exaggerations to make these points. He

says...

Jerk: I see drivers going 100 miles an hour down the highway.

Only infrequently do you see drivers going 100.

Jerk's answer will say about how much he has a grasp on a campaign you are putting together.

Unfortunately, Jerk is demonstrating he does not understand the prospect's reality. Jerk exaggerates.

Reason:

Jerk thinks: I will convince.

Beware of Deceiver, because he stretches anything into anything.

Deceiver: This modern city is, in its own sense, one of our oldest cities.

Be as accurate as you can be

Jerk exaggerates in the opposite direction.

Particularly gross in the advertising business, because of the way we exaggerate our products.

Embrace accuracy

Embrace accuracy. You ask Coworker a question and she gives you an accurate answer. No exaggeration, which is common in this business. And, no low estimates, like you get from the shy. Give the estimate to Director right on the nose, as best you can and you are happy.

Be accurate

Bumbler poorly estimates how long the project will take. Instead, take how you think the project will be and increase the time by 50%.

Detailed billing

Jerk fails with billing. Give more information than Customer requests. Tell Customer the exact amount. Do not round up or down any dollar amounts. Be straight, let the computer work. Also, there should be short explanations for every charge. Gain a reputation for being too exact with amounts.

Stay miles away from any questions,
because you anticipated all of them.
Customer does not need to call you up and
ask a question, because the answers are right
there. If Seller has a problem, you resolved
this problem with Seller. You did not pass
the problem on to Customer.
You: I cannot go to Customer with this
problem. Probably, Customer will be angry.
What can we do?

Be specific in estimates

Be specific in your estimates.

Bumbler: Plus revisions.

You will be burned. Reason: "Plus revisions" is
vague. Instead...

You write: There will be three levels of revisions.

Be accurate

Bumbler exaggerates to Director. Later, Director
learns accurate information. Instead, do not brag.

Reason: You will make mistakes.

Coworker thinks: Bumbler brags, but Bumbler
makes mistakes.

Result: Bumbler reduces his credibility.

Jerk will criticize your action. Ensure Jerk's only
criticism is weak.

When Dillinger escaped from prison, nobody knew
where he was. One fellow said, "Fairly soon, we're
going to start seeing some bank robberies in an area,
then we'll know Dillinger is there." Be like
Dillinger. Your release from the company is like
escaping the prison. Some observant people know
you will start making activity elsewhere.

Rough estimates

"Let us do some wild calculations"

You: Let us do some wild calculations.

You make the calculations easy to understand.

Determine if Director can understand rough estimates

For expediency, you need to know if Director can

take non-precise information.

You: Would you like my best guess now, or would you rather wait for me to put the numbers together.

/Tie this together with part about has to be worse than reality. Conservative./

How much freedom are you willing to allow.

Should you give rough estimates to Prospect?

Guesstimate will be that price or lower

Your guesstimate will become that price or lower.

Watch out.

Ballpark

Pricing: your ballpark and super estimates immediately becomes either the figure or less. Aim high or risk gigantic problems later on.

Be in the ballpark

Be in the ballpark.

Estimating on the spot

There are many factors. You promise, you will give you a rough estimate here, but let you ask you some questions first.

Director knows how much things cost, generally

Director knows how much things cost, generally.

Higher cost

You can always find a cheaper resource

You: You want a cheap resource; I can get you the name of one. This resource costs so little because the resource is terrible. You have too much at stake to risk using this resource.

Easy to give away

Prospect is thrilled to get things free. Bumbler gives the prospect money. The prospect gladly takes the money. Your temptation may be to do things free to be nice. However: You will go bankrupt, and then you cannot help anyone.

Avoiding traps

Do not tie yourself to specifics

Do not talk about how much time you put in on a project...until after Director has a positive reaction to the project. Bumbler talks about the project

while he is working on the project.

Bumbler: I have already put in 35 hours on this project.

Director: This project is wrong.

Bumbler is in bad shape.

Underestimating time a big problem

You estimate time. The problem is: You underestimate the time you take to do a project. Customer dislikes you if you accurately assess, or go high, on the time you think you will take. We could lose the business! Therefore, the business is gotten, and the earnings end up being less than minimum wage. Relations with Customer sour.

The project is estimated, but the endless meetings and notes about the project (Coworker makes updates) are not estimated, and neither is the two-hour go-around on the mess of bills and time charges related to the assignment. Reason: Prospect would not pay for the invoicing.

And, yet if the mechanic explains the reasons a repair took 25% more time, you approve the extra money.

Negotiation

About negotiating -- do not fear

Oh gosh, if you fear negotiating with Seller, you are missing some of the more exhilarating experiences in a given year. Nonetheless, you detest this process. Therefore, let us try to have a process you will enjoy.

You are not Seller's adversary. There is no conflict here, you and she are together. You each have a common goal: Convince your Director. You both have to convince Director to go along with this insertion. And, Director is howling about the price. You can see everything from Seller's point of view, such as how much better the magazine is, the higher circulation, and increased printing and mailing costs. However: Director only looks at the price.

Seller gives you a price. Take the price to Director and get Director to approve. Then, go back to

Seller, and say Director will approve only if you knock off another \$400. You will get \$300 taken off. Therefore, you can go back to Director and crow a little.

Naturally, however Seller wants to pull off this monetary miracle is fine with you. Often, Seller has to put you on a 12-time rate with an option to cancel after the first one.

Wall between money and alliance

There is a wall between money and the alliance. If you need the money, ask for the money if he is late. Do not be shy. If Prospect says he has to wonder about the service because you are focused on money, then he is out of line. The progress will continue.

The objective is not to compromise and make us happy

When Coworker wants to talk compromise, and you think you can...

You: The objective here is not to make both of us happy and to come up with some sort of half decision. The objective is to get strong results. Let us make a decision based upon what is right for the audience, and not what will salve the egos around here.

Being up front

Give the reasons

In negotiation, you are looking for a logical pretext.

You: I want more money for this reason.

Tell Seller the situation

Do not play a big game with Seller. Say the price is \$2,800, and you think you can get her down to \$2,200. Also, Seller has already given you a special position. You crave this special position.

You: We run advertising in this publication, and the advertising comes in at an x cost per thousand. Director will look at this

publication and not like the higher price.
Now, here is where I am at your mercy.
You need that space, because otherwise,
Director will get the magazine and not see
why we are there -- we always take that
space. Therefore, whatever discussion we
do about the price, you cannot hear the
following:

You: The ABC Company got the space, so
you have me over a barrel. But, I would like
to go into Director with great news all
around, and not say, "But, here is the
problem."

Seller wants to help you. Helping you
makes Seller happy. Helping you
strengthens Seller's alliance with you.
Seller helped you out at a time she did not
have to, and helping you increases the ties.
Seller benefits Company.

Tell the leverage Seller has

Tell Seller what leverage she has. Make her
comfortable.

You: You want to know what leverage you
have. I hope you will be a reference. I will
keep my good name, and you have me.

**Saying you will not let the arrangement get
broken**

You: This problem might end the
arrangement, but I cannot do that
arrangement.

There becomes a desire for the arrangement,
because nobody wants to end the
arrangement. Reasons:

~ You spoke.

~ You do not mind speaking about ending
the arrangement.

Company cannot afford this price

You: Company cannot afford this price.

Subtle moves

Look for changes in attitude

Jerk will say nice things when saying nice
things doesn't hurt him. The problem is:

When he could be affected, he makes negative statements. He brings up every past problem. Jerk is a jerk, and you either have to confront him with this fact, or you should go elsewhere.

Come back later

Come back later.

Do not nickel and dime

Do not nickel and dime, even to make a point.

Keep negotiating

Have unrelenting negotiation. Seller is Business Friend. Give her a fair arrangement.

Budget

Acquire a reputation for being frugal

Reputation for being frugal takes you a long way.

1) This reputation is positive. Company wants you to save money. This reputation is better than...

Bumbler: You have to spend big to succeed.

2) Gives coworkers the opportunity to make stupid jokes--breaks the ice.

3) Makes you down to earth.

Bargain hunt

Be like those who say...

Business Friend: I never buy retail.

In your career, look for bargains. Get that reputation.

Get top stuff on the cheap

You do great things on the cheap. Reason: Your budget is small.

Stay frugal to make your estimate low

To get your ads out there, stay on the cheap.

Nothing stops a program faster than asking for the big bucks up front.

Save money

When you can save a buck, you will.

Money cannot buy common sense

Money cannot buy common sense.

There are universal consulting truisms. Money does not necessarily buy good decisions.

You have enough to start with

Director gives you outs, but do not take them.

Director: I know you do not have room.

She wants to see your reaction.

You: We are fine!

Then, the heat is off. Director can worry about the 25 other problem. She does not need to prioritize that problem. You give her a relief. Director has better things to focus on...the more you can keep focus off you, the better. You are self sufficient, but you are always volunteering to give reports on progress.

You: I can give you reports.

Planning

Coming into the plan

See Advertising for Results, page @.

Starting a plan

The graveyard of plans, setups, schedules, charts, to do lists.

Overview of the plan – take action

Do not fall for any plans that say...

Bumbler: We have to build up all this awareness first, and then, we will take action.

If your advertising is designed right you should get a good response amount. Then, do whatever you can to make the advertising grow.

Bold message, cautious execution

Do not support meekness. You say to be bold in message, and cautious in execution.

Do not base plans on anecdotes

Jerk is too ready to spout anecdotal-based conclusions.

A common thing to overcome is the...

Bumbler: This magazine ad did poorly overall, but the ad brought in one good customer.

You cannot allow these flukes to dictate your

actions. Consider the percentage chance of the ad getting strong results, add in your experience, best advice of Coworker, and go forward.

Spend little time planning

Spend little time counting and recording.
Therefore, you spend more time getting.

Preparation

Be prepared

Get through this issue, and you will be ready for more. You will not worry about the issue.

Make everything preparation

This subject pertains to your wardrobe, projects and references. You enter an intensified process. You built up everything toward this process, in order to make the process all look smooth. The parts have to go like clockwork. Reason: Unexpected events will occur. You need contingency plans.

Be prepared

Remember the difference you felt when you were prepared for a test vs. when you were not. When prepared you were confident, you were ready. Be prepared.

Ongoing preparation

The key is preparation. You thought about the upcoming activity. Therefore, you are fully prepared when the activity occurs. You look good.

Think about the issue

Let yourself think about the issue

You are able to choose from any one of five arguments, but devote think time to the issue and determine the best move.

Strategic plan means no little pops

Do not expect these occasional little pops to do anything. Need a strategic plan.

Strategy should be logical

Discuss the aspects that are not logical.
Understand the reasons. The reasons should be logical.

Use your commute time

You commute. Think about strategy.

No snap plan

Well thought out versus snap decision. Jerk tries to show his brilliance by how quickly he comes up with a complete game plan. If Director does not know you yet, your timing is important. Once you establish yourself...

"But...I accomplished the task" can be wrong

Bumbler builds a room above your garage. He has some sketches. You awaken the next morning, look over your garage, and see he put up a shack.

Bumbler: I accomplished the task! I did not do that stupid planning.

376. Plan your way to the result.

Plan the process to the goal. Go from you to the result.

377.

Do not get too wrapped up writing this plan, because you will get bored. Give the issue the yellow pad, 10-minute treatment. Hey! If Director asks, you have your plan.

378.

Unfortunately, Company wants this plan etched in 10 stone tablets and framed around your desk, and your plan can change in multitudes of ways.

Before starting, consider the result you want

Before starting, consider the result you want.

Determine what you must do

Determine what you must do to get this project wrapped up and out the door. You are the actor. You will assume whatever role necessary to make progress.

Abstract thinking

Think off the current time line.

The situation is complex

You are looking for consistency. However:

Perhaps you would criticize a mosaic painting for inconsistency. And, this picture is complex. We could have a three credit hour class on this picture.

379. Look at things different way.

Example: You have a list of 5,000 prospects out there. However: You think there are 7,500. Therefore, you are down 50% /question/.

380.

However, you will have difficulty securing those other 2,500, instead of getting obsessed with not having the full list.

381.

If you spend time worrying about this group, you will not spend time advertising to the ones you have.

382. Play the percentages.

/Write this up./

Determine if this issue is forest or trees

Determine if there many trees, and less forest.
Divide a meeting up this way.

Examine the issue from all sides

Jerk is in Company. The problem is: Jerk changes his judgment because he is in Company. He should have the same basic judgment wherever he is. Ask why he is not looking at the issues from all sides.

Determine what the plan B is

Think of the contingency plans.

"We tried that plan before"

Coworker: We tried that plan before and the plan failed.

A common response is...

Bumbler: I looked at that plan, but the plan was not done right.

Bumbler is flirting with disaster. Often, Prospect looks beyond the "was not done right" and sees what the basic appeal/angle was trying to be delivered. Not saying the plan cannot be done, but -
- watch out. Prospect could be right. However:
With several other appeals available, you do not

need to revisit this plan.

Wrong before, but right now

The plan was wrong before, but because of the changes in the situation, the plan is right now.

Do this strategy because the competitor is...and is not

Do this strategy because the competitor is doing nothing, and because the competitor is doing a similar strategy.

Assess the reasons for a trend

You have experience, knowledge and intelligence. Use them and assess the reasons for trends in the market. Your assessment is valuable, so give your assessment to Director. Bad Manager listens to Director's assessment, and Bad Manager repeats Director's assessment. Eventually, Director fires Bad Manager, and Bad Manager remains weak at assessing. Bad Manager is worthless in new Company. Bad Manager can help Bad Director, but they will fail.

Your report contains a trend. Consider the reasons this trend occurs. Give the reasons in your report.

Great analyzer

Be a great analyzer

Director likes hearing a clear step-back analysis of the situation. If Director is understanding, be candid about the shortcomings of your creation. If not, stay quiet. Hold your ground.

383. You and the market become as one.

/You converging with market /need/ = result...like that yin and yang, with you on one side and market on the other./

Two strategists will find different strategies

Two painters will create different paintings, and two strategists will find different strategies. There is not one right strategy.

"You cannot tell me"

You: You cannot tell me...

Do not take the personally beneficial position

In a conversation, step back and lend impartial expertise.

Therefore, you are incapable of objectivity.
You are only advocating one position. That position benefits Coworker the most.

Determine if the issue is controllable

Address changeable issues

Director asks for your opinion. Talk about changeable aspects. Ignore permanent aspects.

Determine if you can control the issue, or does the issue control you

Determine how much you are in control of the issue, and how much the event is in control of you.
Determine what is in your control and what is not.

Time

"Two weeks" vs. actual date

This "two weeks" stuff is bad. Give a date, please.

How to meet a deadline: the real issue

The question is not how you can do with much time, but with a deadline. Unbelievable! Bad Director did not decide last year. Therefore, he has to decide now. However, here we are now, and the solution had better be right or we are all out on the street.

All about timing

Use your sense of timing.

The calendar rules

The calendar is in charge.

384. You cannot turn back the clock.

/Write about this./

The spatial time line

Operate on a spatial time line. This time line is not "for right now." When you do not, you come back

to a project you worked on and...

You think: What was I doing with this project?

Length

12 is enough

Thank goodness, there are only 12 months.
If you had to budget for 16 months, you
would scream.

Write practical plans.

Bumbler makes plans for Director.
Therefore, Bumbler's plans are /light/ and
promotional. Instead, write practical plans.
Include activities, deadlines and costs.
Write the plans for the team's use. Put
responsibilities into that list.

Be known for planning.

No one year strategies

Do not have one year set in stone strategies.
Bumbler: I do not care what happens -- we
are staying with the original strategy!
Instead, be flexible with the market.

View long term outlook with skepticism

A long-term plan has an outlook. View the
plan like tabloid predictions --
entertainment.

Go from nowhere to finished in four days

You have one day make a great creation.
You can!

We cannot afford those two months

You: That project will cost us two months,
and we cannot afford that cost.

Jerk realizes this project needs to be done
only when there is a trade show or some
other enormous deadline. Otherwise, Jerk
goes limping along, making endless
revisions, until the opportunity has passed or
there is that deadline.

Determine how we win on Sunday

You are fascinated by the ideas coming out of here, but let you try another analogy on you. Today is Tuesday. The big game is on Sunday. The odds makers, who seem to know our team as well as we do, say we will lose by three touchdowns. The bookies identified various things we all know about. We are not strong here and there. You are telling Las Vegas to take a hike: We will win on Sunday. What you want to know is what we have to do not to rebuild this team, be great a year from now. What to do to win on Sunday.

Winning in theory is not winning

Jerk thinks winning a theoretical argument equates with winning a victory in the marketplace. What a sheltered life he leads.

Prevention

Take preventative measures

Take preventative measures.

Mastering risk

Bumbler does not want to understand the nature of risk. He wants to run away from risk.

Bumbler takes a zero risk stand, but Bumbler will stand. Bumbler will not make progress. Skittishness is as bad as recklessness. You are required to be smart -- and the courage to use your intelligence.

"I am trying to prevent bigger problems all around"

These things will have to be prioritized. Spend an hour on a project. You cannot spend that hour on a different project.

You: I am encouraged to spend more hours here. Then another project will be a priority, and I have a giant problem there. Then...

Director: You have the priorities down wrong. Assignment 1 is big, but assignment 2 is small. But, we have to find an end to the neither fish nor fowl.

Problems

Build in time for adversity

If everything went bad, you would have little time to solve the problem. Director does not want to hear your problem. Later, Director wants to hear how your contingency plan saved the day. The contingency plan will become a war story for all to share. Be sure to say...

You: I followed your philosophy. You always have Plan Bs built in.

"I will not play with dynamite"

You think: Bumbler is playing with dynamite. I will not.

"Optimal conditions" lays the groundwork for excuses

Jerk insists upon optimal conditions. Often, he is laying the groundwork for future excuses.

Jerk: During the beginning, I said we should do this procedure.

Technology

New technology has to join with the old

Look at the latest technology, and think before deciding. You do not work on an island. Your new technology has to join with the old. Therefore, your marketing has to be compatible with most companies.

Do not count on future product enhancements

Suggest a product enhancement, but do not count on the enhancement happening.

Prioritizing

Let us set priorities

Time is limited. Make choices. Set priorities. Prioritize this activity over the project you are working on now. You will work extra hours at Company. However: In return for doing, ask about the importance of some of these duties.

Always prioritize

You are always prioritizing. If you do everything Bad Director tells you to in the first day, you will go nuts and your family and business friends will abandon you. Other things will go by the wayside,

and instead of easy maintenance, you are making major repairs. Determine what needs to be done first, but Bad Director turns his mind off. He does not look at certain factors. These factors will make a real difference for Company.

We have a good system, and so should you.

Bumbler: We are growing a big tree here, and the hidden roots of that tree are what you do not see. You will be chopped down fast.

Summary: Think short term, and the long term will take care of itself.

To-do's cannot keep expanding this way

The pie cannot keep expanding.

You: We can look at what I prioritized. I could work here 100 hours a week and there would still be assignments. The expectation is 40 hours per week. I am giving you 55, even after lunches. If there is a question about what I am doing, look at my priorities. We can go over my priorities, how long I take. I arranged my report so you can see what I am doing, and how long I take.

You cannot get off this treadmill. This treadmill keeps going faster. And, you are never going fast enough.

Discussing priorities

You to Bad Director: Do you consider this activity to be an important use of my time?

Imply: I wish the importance would reflect in your actions.

Do not let Bad Director wriggle out.

You: How much time? You name any reasonable amount or other parameter you choose. I fear I am not properly explaining what I am getting at.

The plod assignment and the hop-to assignment

Recognize the difference between an assignment you can plod along on and one you hop-to on.

Do not do everything at once

Do not try to do everything at once, or you will end up doing nothing. Coworker will hate you. If the current system is terrible, but there are still some

defenders of the current system, do not come in saying the current system is terrible, and you will do a complete housecleaning of all the bad. Be more evolutionary. Make changes in degrees.

Making changes in degrees suits the situation better anyway, because you can examine what you are doing as you are going, make small changes, and think and grow along. Example: Do not get upset about sending out old literature. The prospect understands. New literature does not impress. You lost the ability to let the process evolve, you lost time with your family, and you drove Coworkers nuts. No, you come in saying this statement:
You: We do much well.

You can and should come in and give the following impression.

Imply: I am not here to turn the world over tonight. We are all on the same team, and there are coworkers here who have done this activity longer than I have, and I want to listen to what she has to say.

Evolving does not make for a good movie script, because there you throw out everything from the past. /Already discussed in Start Fresh/.

Director focuses on Company's new products

One reason: Director believes Company's current products are boring.

Prioritize your activities

An emergency gets high priority.

You: We have an emergency. Coworker's project will wait.

Prioritize your tasks

Give unimportant tasks a low priority.

Director: Did you file those assignments?

You: No, I apologize. I gave that task a lower priority. I progressed with high-priority tasks.

Get strong results. Reason: Bad Director will fire you. Then, you show other company director strong results. Future employer will not ask about your low priority tasks. Other company director will hire you.

Allocate time wisely

Time is a factor. Prioritize your activities.

Following are your priorities

A problem occurs. Following are your priorities. If you cannot accomplish one priority, move to the next priority.

1. Solve the problem
2. Find alternatives.
3. Contain the problem.
4. Address the problem.
5. Gather information about the problem.
6. Identify the problem.

Report the problem to Director. Do not hesitate.
Also, you will be...

~ honest

~accurate

~ director

1. if you solves the problem, tell Director your good news. You to director: we had a problem, and we solved the problem.
2. if you found alternatives, tell Director your other solutions.
3. if you contained the problem, tell director the status.
4. if you addressed the problem, tell director your activities.
5. If you gathered information about the problem, give director highlights.
6. if you identified the problem, tell director a summary.

Determine what should be factored in

Factor what in the process.

Ask if the factor matters. If yes, why does the factor matter? Is the factor worth putting this time and effort in?

You are doing a project. Determine what you and Company expect to get out of the project.

What to put money into and what not

What should you spend the bucks on and what not.

Prioritizing the resources

Jerk: We have not tried this activity!

ImPLY: No, and we also all did not try wearing purple shirts at the same time.

Weigh the factors

Weigh these things out and see if together, they are worthwhile.

The lesser of evils

Determine if you would you prefer this activity or another activity. We are picking the lesser of two evils, then.

Determine if the factor makes a difference

25 times a day you are faced with questions. You have to determine how you will answer those questions. Your primary criteria should be: Does the factor make a difference? Does the factor make a difference with regard to...

- 1) the prospect
- 2) Company
- 3) your sanity
- 4) Business Friend and family
- 5) the budget
- 6) Company's image

If the factor does not make enough of a difference, do not focus on the factor! You have better things to worry about.

Determine if the factor is worth your time

Determine if the factor is worth your time. You are told to do a project. Measure the pain of doing the project against doing a different project.

Extraneous

Do not expect rewards for participating in extraneous activities

Nobody gives raises for participating in extraneous activities. Instead, solve problems.

No time for academic pursuits

You: We do not have time for academic pursuits. We would work on this project for 60 hours, and then all we would have is information. But, a company our size has to weigh efforts more toward what the direct

benefit will be.

Avoid the expendable pile

Sure, you would rather spend the next three hours doing an easy, such as picking out colors. However: You are sliding back toward the expendable pile every time you do an easy project. However: When you are doing a difficult project...even if the project is slow going, you are moving yourself toward being necessary.

Do not waste resources on that activity

There is no reason to waste resources on that activity.

Fixable...or discard

Determine if the problem is fixable or do we have to discard the problem. Maybe the problem is minor fixing we can do at little or no cost. You went over budget.

Do not get on habitually losing projects

If a project is on its third start/stop, do not get behind the project. Do not put effort into the project.

This project will always be a low priority

A project has a low priority in Company. Suddenly, the project is raised to top priority. Soon, the project will fall to a low priority. Reason: The emergency will pass.

Do only what matters

Stop doing unnecessary activities. Do necessary activities. You will be happy and Company will look better -- and you will spend an ever-increasing number of hours a week doing the project, and you might ignore some of the necessary things. Bumbler: You said I needed to do this activity. And, I did this activity.

The reality is: Director was misbehaving at the time, and his command needed to be tabled. The Director was not ignored. The project was delayed until the day after you

take a better assignment. Give these assignments to your replacement. Do important things and you will spend less time in Company, and will increase your value because of your ever-increasing skills and experience.

Director: I wish you would /fill in the blanks/.

However: Since Director is not going to manage that project correctly, you have to. You are fired over the issue -- Director finally went overboard. Firing you will not make Director more successful. Coworker will have to work 80 hours, or will stand up to Director on these meaningless assignments. Now you were fired. Often, Coworker is a follower. He will do what Director wants for the 40 hours, leave at 5:00, and ignore the real assignments. Then, the real fun begins.

"We have few resources"

There is little time and there are few resources. All the time we spent focusing on that project. We could have devoted that time to an area where we have scarce resources, and we could have shown real progress there.

Work only on productive projects

Director will have you work on a nonproductive activity. Get used to him yelling at you about not doing the activity. However: Still do not waste your time. Instead, get strong results. When you go to leave, Director will not worry unimportant activities. She will worry about who will do the productive projects you did.

Complete the first activity, then complete the second activity

8. If you do not do this 10-minute activity, you or Coworker will suffer or waste three hours.

Prioritize and those problems will not happen

Strategy

Decision

Introduction to decisions

Decisions have long-term repercussions

Decisions have long-term repercussions.

/Incorporate/ several factors.

Then, you assess.

Bad Director: Explain your assessment.

Hesitate to tell Bad Director about the factors. Hesitate to discuss your assessment process. Reason: Bad Director wants to attack your process. Instead of bad director use jerk. Reason: Jerk dislikes your assessment. Jerk is mostly wrong. If Jerk can attack your process, then Jerk can attack your assessment.

Make a decision.

If Director dislikes your decision, understand Director's reasoning. Next month, you will make a better decision.

However, you have a problem. Bad Director is inconsistent.

Here are reasons you decide. Company has precedents.

You rely on past decisions.

The deadline is near /approaching/.

The issue is at your level. You are responsible for those decisions.

You have experience with this issue. You understand the correct decision.

You thought about the alternatives.

You are in the /situation/, and you sense the correct answer.

You prevent a problem.

Decide now!

Jerk wants to present his great mind. The reality is: Much is back labor. Like an exercise plan. If you have that discipline, you will succeed.

Balance between thinking and doing

Good balance between thinking and doing.
Studying and acting.

Cross bridge between intention and action

Get Director to cross the bridge between intention and action. She has good intentions.

Remind Director. Director will become angry with you. She might, but then she is not a good resource. You would not have gotten what you wanted anyway. Therefore, you are still stuck. At least you know now. You need to look elsewhere.

If you called Business Friend you had not worked with in three years and asked a favor, her intention would be positive. Sure, Business Friend would like to help you out. Then...you wait. The action does not come. Business Friend does not see pain in not helping you out. You have not been together in three years.

The past does not matter -- resolve now

Unbelievable! We have to resolve this issue now, and we did not we resolve this issue last year. However, here we are now, and we had better be right or we are all out on the street.

"But, nothing is being done now"

You can have these endless academic discussions about why this project fails, but the bigger issue is: there is not anything being done right now.

"Our purpose is to solve problem"

We have a difficult problem. If the problem were not we would not be at this point.

Decision deficit disorder

Jerk has decision deficit disorder.

Before you decide quickly...hesitate

Bumbler makes a fast decision. Probably, Bumbler's decision is wrong. Reason:

Bumbler did not consider several aspects of the situation. Therefore, Bumbler is creating a bigger problem.

Coworker asks you for a decision.
You: Company needs my recommendation on Thursday. I will use the time to consider options. Then, I will write my recommendation, and I will include my reasons.

Determination

Avoid getting pulled from the goals

Director sees you working a project. This project does not get you to the goal.
However: Director sees you working extra hours. But, working extra hours does not matter. At the end of the day, Director will ask you the following:
Director: Which activities achieved the goal?

Be more consistent than inconsistent

Have consistency in your direction. Do not have inconsistency.

Flip-flopping on strategy means does not know what doing

Flip-flopping on strategy is a sign Jerk does not know what he is doing.

Make your recommendation

You make recommendations

You may not agree. However, Director is in charge. You can disagree with what Director wants, but after some discussion give her what she wants.

Make the recommendation you believe in

Tell Bad Director what needs to be done.
Bumbler goes along without a fight, so Bumbler is doing a disservice to Company. Save Bad Director from himself.

You: Your strategy could succeed, but your

strategy must emphasize what sets us apart.

Tell what you recommend, and say Director can make changes

The best thing is:

You: I gave a recommendation. We can still change my recommendation.

Director is less likely to bog you down in the process with all kinds of minute details.

He is more likely to say...

Director: Fine. Let us complete the project.

Do not blurt recommendations

When you first start, Bumbler blurts out helpful, "this project is easy" recommendations.

Bumbler: You simply do ABC, 123.

Bumbler thinks he is making early points, but he is not.

Defend your recommendation

Defend your /position./ One reason:

One reason: Company needs your assessments.

Bumbler changes Bumbler's position.

Bumbler: I always agreed with Director.

Bumbler appears ridiculous. Bumbler loses Bumbler's value.

Flexibility

Decision does not have to mean execution

Director makes a decision. The process may not follow Director's decision.

Address that problem when you reach that problem

You: We will know the issues when we need to know the issues.

The process will unveil itself to us

That process will unveil itself.

The market will tell you

If Coworker asks you what the plan is...

You: I do not know now. I have to let the market tell me.

Coworker wants you to divine some brilliance. This brilliance should impress Director.

If not that problem, the issue will be a different problem

A problem will arise. The question is which problem.

Factoring what is being learned into the plan

Take e-mail text. Structure that e-mail text into a marketing plan. The reality is: Nothing can stop for five months while this plan is going on. Decisions are made in a matter of hours. However: We still need a plan. Therefore, the e-mails became a basis for a plan. This way we were able to give anyone walking in an insight to what is going on, and we were able to see where we were lacking.

Not too regimented or predicting

Make the plan flexible. Do not predict far out.

Be interested in what is coming up

Be interested in the future. Follow that interest. Determine what you can expect to get from the future.

Keep your schedule so you can change your schedule

Try to keep your schedule. Reason: If there is a problem, you can devote the next three days to fixing the problem.

Reroute in your system

A good system has rerouting. One part is down, but you can reroute. You take longer, but the assignment is done. Your personal system should be this way. Your personal system will (naturally), if you have a good system. You are not motivated this morning. Therefore, you reroute.

Compromises

You're trying to discover methods you can use to modify your position more towards what Bad Director wants, and still succeed with your project.

Reason: You must compromise to succeed.

Coworker factors in the decision

"There was not the support for that approach"

The thinking was not going in that direction.

"Director will not go for that plan"

As Manager, have the sanity to say...

You: Director will not agree with that plan.

Great idea, but we do not have the votes.

Not going to happen.

Follow Bad Director's orders

Accept, Bad Director's orders. However:

Do not rail at you for past actions done under old plan/regime.

Jerk believes Director is the right one

Jerk's beliefs shift according to who has more power. Jerk malfunctions when...

~ Director blunders

~ Good Developer has direct control over Jerk.

Say the other good reason instead of the real one

Do not do a project for the main reason Jerk expects, but for "the other good reason."

Become a master of "the other good reason."

Jerk:

You: I was not even able to worry about the issue at that point, because I already had...

If Jerk persists, he wants to know where you are coming from. Good.

You: I will tell you I would have to give the issue thought, which I have not done.

Jerk thinks: I agree.

Predicting

Can you say, "I predicted this occurrence"

Be able to say...

You: I predicted this occurrence.

You should have considered this occurrence could happen. No one can have sympathy for you.

Paint the expected situation

Paint the picture of the expected situation.

You want this approach. Here are probable consequences

Imply: You want this approach. OK. These are what I think the consequences will be. Therefore, you talk more about the choice and the result than you complain about what Director will do. We are all adults, and we are all making choices. No one is controlling Director.

Avoid unlikely scenarios

Do not spend your time worrying about, and playing through, unlikely scenarios. First, describe the likely scenario, and think through that scenario. Determine what will happen.

You can predict.

You are organized, and you have experience. Therefore, you can predict most results. [Say that you predict with a higher percentage of accuracy than others.] However, some results are unpredictable. Mostly, these results come from new activities. You cannot predict well, because you are inexperienced.
You to Good Director: I cannot predict the result. We will experiment, and we will learn.
Good Director: I agree. The experiment will be interesting.

See experiment, trialing on page @.

Jerk thinks: I can predict. The experiment will fail.

Avoid Jerk, because Jerk wants failure.

Bad Director cannot understand the future.

You do not know everything. However, you can predict with good accuracy. Bad Director's predictions are terrible.

Organizing

Organizing Why

Reasons to be organized

Be the best organized

Be better organized than anyone else.

Company needs order

Order is a key. With order, you can accomplish everything. Company gets strong results.

Company is simple, and key to the conflict

A key to the fight against is Company. The great thing about Company is that Company is not a mind bender. Company is vital to our success.

Organized Manager wins

When there is a disagreement, the coworker who is organized -- who kept the best records -- wins. Tie goes to the organized.

You will get blamed if you are younger

You will get blamed more than a manager with 10 years of experience. Bases covered.

Much of the future belongs to the organized

Much of the future belongs to the organized.

Seventy percent of life is in the setup

Seventy percent of life is in the setup.

A great investment

Every moment you spent organizing has been worthwhile. Organizing

always pays.

**Straighten and file saves time looking
/see "searching" just below too/**

If you do not straighten up and file, put away as you go, you are only going to spend time looking for things. Also, you will open yourself to the reputation for losing/misplacing things and being generally disorganized and hence unproductive. Therefore, unless you are a genius in Company, being disorganized is not going to fly for long.

Director will think you are fine for a little while. Then, she will tire of your disorganization.

Director: How are you going to get that project done in time? You cannot even keep your desk straight.

Bumbler: My desk is a mess, but I know where everything is. Bumbler does not. He rummages through stacks of paper for important things. You will get a net gain by straightening as you go. Lots of times, you can straighten during a lull. A program is loading, etc. Bumbler sits there sucking on his soft drink. Bumbler wastes good time...and will spend a good amount of time rifling around looking for things. Also, looking around gives Bumbler a bad reputation.

Director: Bumbler cannot get things turned around quickly enough.

Director thinks: My project is somewhere in that pile waiting for him.

Director will not even give you a

document because she knows you will lose the document.

Organized, assignment falling through crack less so

You are organized, little chance of an assignment fell through crack (did not do well enough). Typically, assignment is questioned is one you did good on. You will wish you did more -- photos of you mailing the document. However: This record is enough.

So organized do not even remember things

You may not remember the following: You did an assignment. However: If you are organized, you can look back and say...

You: That project is mine.

Everything is in order. Things are dated. Therefore, I can find what you need. My activities follow logical procedures. I do not remember doing this activity, but that procedure is mine.

Keep with the procedure now, because no memory later

Do not break a procedure. Reason: Two years from now this activity will confuse you, you will not know what you did, and you will spend time trying to determine if you screwed up. At least you can say...

You: I follow procedure, so here is what I did.

Streamlining

You are interested mostly in streamlining. Make things better.

Bottlenecks

Bottlenecks are a two-way street. Bad Director causes the bottleneck. Bad Director will slow things down as much as you causing the

bottleneck. Do not keep fighting him. He is defining.

Enjoy developing a better process

420. Be glad when you have come up with a better procedure.

421. You have separated yourself more from the pack, and you can be sure -- though you may not admit to yourself -- /that someone else coming along will not do the procedure that way...because he will not/.

422. Do not kick yourself for not having thought of the procedure sooner. You might have thought of the procedure a year or five years later, or never!

Looking good

Being organized tells Director much

Director will get clues about how you work. She will not get a great overall assessment based upon all of the things you would hope for. Therefore, keep a clean desk.

Being organized means responding quickly

Being organized saves you time. Also, when Director comes in barking about an assignment, you can reach right over to your file and access the assignment.

Finding things /these get into 'how' -- handled below -- so make a decision where to put/

Sit and think.

~ Where did you last see the item?

~ What were the events leading up to seeing the item?

~ Probably, where did you put the item?

~ What is a similar item? You might have put that item with the item. Unlikely, Coworker moved the item. Electronic files could be in the same folder, but you are searching wrong. The item was named wrong. Who can help you find the item? Clean up. Write down what you did. Remember your activity.

Straighten to find

If you cannot find an item, clean up your cubicle. You will find the item after everything is in order. Do not keep rifling. File away. Put away.

Searching wastes time

Importance of being organized: search for an item is a huge time waster, a big stress builder.

If you are gone, is your system good

She should be able to easily pick up your process.

Do not look like you are scrambling

Do not look like you are scrambling.

Prevention

Solving half of all problems

Company solves half of all problems.

Prevents the problems you can

Be as organized as possible. One reason: You will always have unexpected problems. Combine those with the ones you could have prevented. That problem is bad.

Get your mistakes limited to...

You: I did not anticipate that mistake.

6/10/00

Be organized instead of crisis to crisis

Jerk goes from crisis to crisis. You are organized.

You: I am not going to be there in February saying, 'We have to get a 6-page brochure out.'

Jerk has a choice. Imply: Do you want the /small thing/ or the /big thing/.

Jerk wants the small thing.

Therefore, you will prioritize the small thing. Think of the slice.

Everything done to protect him

Everything is done to protect him.

Help him.

You: This activity protects you from...

Frankly, Jerk does not care about your benefit. Therefore, do not mention your benefit.

How

Discipline

Discipline and company

The factors are discipline and company.

Discipline about going through the process

You can do this process because you have discipline. Also, creating is part of the process. There is editing, organizing, selling.

Keep

Keep everything

Organize, do not toss out

Keep your old items. Keep your old items organized.

Let them slip away into files, than you are tossing old things out.

One reason:

You look for an item. You do not panic. Reason: You

did not throw away that item.

Also, do not want to make changes to the original electronic file or document. Make updates to and change the name in the actual filename. Now, sorting is easy. Change the name in the file and not rely on the document's last changed date. That date can change as you are looking through the documents. The name in file adds to the item. The changes are made.

You didn't throw the item away.

You think: The item has to be here somewhere.

Put the item in storage. Do not throw the item away.

Backups

Backups

You make two backups. One goes home and the other stays at the office. This procedure is slower, but you take fewer risks. You spend little time redoing things.

Keep multiple copies

How happy you are when you cannot find the original but you have a copy elsewhere.

Two of everything...in different places

You always want at least two copies. Three is best, in three different places. Therefore, if you lose one copy, you will be glad you have the other copy.

Categorizing

Numbering assignments

Good system: every assignment gets a number. Start with that number on your electronic files and other files. Do not complicate the process. You can go alphanumeric if needed.

Alpha numeric

An alphanumeric system is best. This subject regards how to open assignments and bill.

Put dates on everything

Date things you did...instead of a check mark and especially instead of nothing. Because looking back, you will have little idea when a particular assignment was done. And, you get clues:

- ~ Who was around at that time.
- ~ What the circumstances were.
- ~ What systems were there.
- ~ What was trying to be accomplished at that time.

Monthly sorting

Sort items by months.

Electronic files, one month, one file
One month, one file. Not lots of files.

Date your changes
When you make a change, put a date by the change. You could want to know when the change was made

Cannot maintain two of anything -- /use the database instead/

You have problems maintain information on two different levels. You make a change here. Therefore, make the same change there. The mind cannot stand doing this activity. You are in the improvement mode, not in the stupid-maintenance mode. Find

ways to keep them linked --
automatically -- if you can.
Otherwise, do not even think about
maintaining two copies of records.

Filing

Physical

Crayon filing system

Crayon filing system.

Filing tip

Once you reach a new wave
in the project or the file gets
too thick, start a new file.
Name the file with the season
or month you are at. You
will not go back to that thick
previous file you have, and
you will be glad to be
referencing a more
manageable file.

File on the phone

While you are on the phone,
clean up your desk. Filing is
a mindless task.

Clean while talking on phone
Clean up while you are on the
phone. Doodling is a no-no.
You can certainly file. Filing
is easy.

Electronic

Naming electronic files familiar

Name things using familiar words.
You will use these words. These
words help your search.

Logical naming structure -- can find later

Name things you will
logically search for later.
Think about the name. Five
years from now, will you find
the item?

Note

Document as you go

Document as you.

Make notes

You make notes or you forget. You are displeased with Bumbler, because he does not. He should write this information.

Type call notes into computer
Systems: type in computer. Take notes.

Make quick notes about your progress

You will have a successful project, and then forget what you did to get the project there.

You think: I hope I was thinking right.

Backing up what you are saying

Imagine you, standing before a judge. Have information to back up what you are saying.

Multi-task

Multi-task yourself

Learn how to multi-task yourself.

Have three things going at once

Have three things going at once.
You will succeed.

Get more out of each day

The days keep moving faster,
commit yourself to getting more
production out of each day. More...
well-being
health
Less weight.
sense of self.
bonds with family and friends
career advancement
tolerance
patience

intellectual stimulation
housecleaning.

You cut back on some things. A few are indulgences, such as food. Eating takes away time from everything else, eating slows you down entirely. Eating throws the system all off kilter.

Some problems occur later

You can save time on that assignment now. But, you will pay big time later. And, you might not have what you need then. Example: Files are thrown out. You are too late.

There is no time to save time

If you do not have the time to save time, here is what to do.

Do not over-organize everything

Initially, do not over-organize. You have small collections of plenty of items. Do not put those items in nice order. Search through a box, or whatever. When two things happen you organize them. The collection gets big and unwieldy. Reason: You are using the collection. Then, the collection is worth five or six hours to put everything ship-shape. Organize during a slow time. You will look super organized when Director starts coming at you for answers.

System improvement is relaxing.

To relax at /work/, improve your system. Later, you will progress faster. You will be happy.

To relax, organize. Later, you will save time. Reason: Your items are arranged properly.

Improve the system often.

Do not organize every day
Bumbler talks about
gathering everything up first,
dividing what you will do,
then determining how much
time organizing will take, and
budgeting my time, and, and,
and.

Bumbler is wrong. The day
cannot be that cut and dry.
Acting his way is hard and
fails. Acting the obvious way
is easy and succeeds. Think
of the activity in big terms.
Now, you must complete this
activity. And, if you can get
these things done, maybe you
have time for these lower
priority, or longer-term
things. You are moving as
much as you can and should
forward as much as you can
that day. And, you determine
your time used, whatever, as
you go. The day planners go
way overboard. When 3:00
rolls around you are still
filling out.

Do unimportant activities wrong

Do unimportant activities wrong.

"Reasonably"

The answer is reasonably. Your
cubicle is reasonably clean.

More advice

Get up only when you have three to-do's

Personal management: do not get up
until you have three things to do.

Remember by switching rings

You forget things. To remember,
switch your wedding ring from your

left to right hand. You cannot switch the ring back until you resolve the problem.

Clear your desk of stupid things

Commit to yourself: All these stupid things on your desk -- you are getting off your desk. Otherwise, you are bringing to a halt other projects, messing Coworker up. Also, small things become big things.

Development

See Advertising for Results on @.

Progress

Ad development is a journey

Ad development is a journey. Therefore: You do not know where you will end up. Get started. Have quality and quantity. Proceed!

You do not have the project before you have the project. There is no idea before the idea. Ad development is a journey. Therefore: You do not know where you will end up.

Call attention to the problem: Cathartic, therapeutic and painful
Often, ad development is not a constructive process. You become Company's amateur psychiatrist, because there needs to be major self-analysis before an effective ad can get out the door. Sure, you can cop out and show Company how Company wants to be seen.

Project development is a cathartic, awakening experience for Company. Determine what we want this project to be.

Developing while working

You are happiest when working and developing new solutions at the same time.

Do not worry about investing time

If the activity costs you more time, do not be

so wrapped up with that activity. You keep losing time, and you are better off looking back, saying...

You: I lost time, but I am happy.

Bumbler: I decided never to try to take the time to fix the problem.

If you think the issue will bother you two years later, the issue is worth the time.

"Make progress, and let Director tell us the progress is wrong"

Make the project first.

The project moves into a procedure

Let us say we send an overnight package to Company right across the hall. You would not expect the carrier to carry the overnight package over there to Company. No: The overnighter follows a procedure. And, while...

Director: This assignment is minor. Do the assignment.

Director has to understand the following:

The assignment falls into the procedure.

And, how long the assignment takes is only one factor in its need for completion. The biggest one is the deadline. The second biggest is its importance to Company. Then might come how long the assignment will take.

Follow that package. Therefore, so too is Company of that assignment. Director might have the flexibility to step in, perform a little miracle on the assignment, then step out again, but you can never step out. Show the trail of activity. This activity went with that assignment.

Implementing systems is tough

System is a pain to get started, but when the system is active, the system is wonderful.

You will endure nay-saying as the system is going.

Putting together takes long time

You put together a superior system. The

system takes longer, and the system uses up more hours. However: The system is always better.

Maneuvering the creation through

Give up your stubbornness in some key areas in order to get what you want through. Be flexible. There is maneuvering involved. Often, a go-cart gets you there better than a tank, because you weave through.

Make fast progress

Reason: Jerk wants to stop you. If you move slow, jerk will stop you. Therefore, you must /outpace/ Jerk.

Make some progress each week

Progress /methodically/ with company.
Make a little progress each week.

You exercise. Then, you feel some pain.
Similarly, you have pain from the following:
You make progress with Company.

You grow Company. Therefore, you have pain. Company has pain.

Good Director wants to make progress.

Therefore, Good Director encourages the team. Mostly /often/, Good Director approves smart initiatives.

Bad Director rejects /disapproves/ smart initiatives.

Bad Director: This project is bad. Redo the project.

Make progress with multiple projects.

Reason: Your favorite project could fail. Then, you make more progress with other projects. Bumbler has one project. That project fails. Then, Bumbler has nothing.

Thinking and creating

Ability to theorize

Be able to theorize.

Mind is not absent, but preoccupied

Therefore, Developer has the following reputation. Developer is absent minded. Her mind is preoccupied...always wondering about other things. Things trigger her mind all the time. Do not be easily distracted. Determine why the problem happened. Determine why Developer behaves that way.

Also, if the environment gets smaller, Developer's observations become more detailed. The small environment does not change his ability, but the environment narrows her focus.

"These are my first draft thoughts"

You: You are getting the first draft of my thoughts on this topic.

Determine what thinking went into this order

You think: What was the thought behind this order?

Then, you can tell if Director is thinking or delegating.

"What is in our own lives" over anything else

In a meeting, say the following:

You: Let us look what the percentage is.

And, this percentage is not too hard to see in our own lives.

How does the item fit into the program

When monitoring, the non-monitor will say...

Bumbler: We did a big show two months ago. And, the item did well.

Good. But, how does the item fit into the program. Determine what was done after that show. Determine what was done before that show. Determine how the item was measured. Minimize checking, so you do the work. However: With spreadsheets today, you can see what you are looking for.

Statements when developing

You 1: I had an errant thought.

You 2: Let me give you the worst idea you

will hear all week.

You 3: The following idea is half-baked, but...

You 4: Let me come out and ask you:

Big ideas

"The activity stretched us artistically"

You: The activity stretched us artistically.

"This idea is bigger than all of us"

You: I can speak this way because this idea is bigger than all of us.

"I suggest we try another approach"

You do not espouse your greatness.

You: Let us try this approach. See if the approach is effective.

Develop innovative plans.

One reason: Your plan will interest Director. Bumbler produces an ordinary plan. Bumbler's plan bored director. Bumbler has trouble.

Good Director evaluates your plan.

One reason:

President to you: Do you have a plan?

You: Yes.

President: Does Director know your plan?

Probably, Director approves /accepts/ your innovative plan.

Reasons:

A different approach is intriguing.

Good Director likes to experiment.

Your plan is good.

An innovative plan is exciting.

It's always interesting to hear ec argue with people that his life is not an obscenity.

Your plan could succeed.

Judgment

Catch bad marketing. Reason: You know that industry

You caught bad marketing. Reason: Marketing is your industry. You study marketing even when the marketing is terrible or forgettable. However: The prospect is not going to catch bad marketing.

Trust yourself saying there is a problem there

Put faith in your ability to look at an advertisement and...

You: There is a problem with that advertisement. The advertisement looks wrong.

If you do not, or you are putting trust in Coworker, things are always going to come out messed up in one way or another. You will never get rich, but you will not lose money giving out make-goods and do-overs. Determine why you did not see that mistake. Consider what you were thinking at the time.

Rely on your judgment.

Asdf.

Resistance

Adversity increases the quality of your projects

Problems should increase the quality of your projects. Smooth sailing should increase the quality of your projects. You can still produce outstanding advertising in spite of everything.

Be careful about "we tried that activity"

You hear a constant drumbeat in Company.

Jerk: The issue is not about money saved. Instead...

You: We tested the ad and the ad failed.

However: If the idea is a homegrown thought -- started with a seed in some

innovators four years ago, and now has grown all over, test the creation. Money could be a huge issue. However: Do this activity quietly, because...

Coworker: I told you so.

"Director will not go for that plan."

You: I do not think Director will go for that plan.

Cannot give what Director wants, so improve what Director wants

Director should count on, if you do not give her what she wants, you will give her better.

Handling upper management consternation

"I do not have a good answer"

You: I do not have a good answer for you. However...

Approving

/should this go under presentation?/

Keep Director apprised

No surprises

Nobody wants to see a surprise in cold print. Getting Director to approve is worth the delays, let know what is going on.

Ask for Director's review

You want a reputation as Manager who asks Director to review.

However: Do not check every 10 minutes. Find a happy medium.

"I will keep you closely apprised"

Sometimes, a process will go fast...faster than expected.

Sometimes, a process will be slow and laborious.

You: I will tell you about the progress, and exactly why the process is happening this way, and what I am doing about the situation. But, I cannot tell you everything will go without a hitch.

Ask for his thinking

Do not walk away from...

Director: Oh, I do not know. The project is not there.

You will have to get advice from Director. Do not walk away and take another blind crack. Director's turn is here: Director has to give you some direction. Stand firm, or you will work on the same assignment for a long time.

Good Director approves your projects

Reasons: 1) Your project is good.

2) Good Director wants to make progress.

Bad Director cannot decide now.

I am focused on other activates. Therefore, Bad Director causes a delay. The delay hurts the company. You imply to Director: The deadline is near. Your role is the following. You make decisions. We cannot proceed, because you have not decided. Your indecision is causing a delay. This mental problem is yours, not mine. I must talk with the team. What message do you want? You are threatening the following: you will expose Bad Director's indecisiveness.

Quote: attorney general under Nixon, we have a difference of opinion of best interest in this country.

This problem is complex. However, do not become responsible for Bad Director's indecisiveness. Bad Director will blame you for Bad Director's delays.

Do not allow the following:
President blames you for Bad

Director's indecision.

Good President learns about Bad Director's /indecisiveness/.
Previously, Good President experienced the following: Bad Director was indecisive. Therefore, a project failed. Good president remembers this failure.

E-mail Bad Director your strategy

Do not fear Bad Director. Bad Director wants Company to lose, and you want company to win. [this should precede everything else.]
[you're going to give your recommendation to the guy, and then you're going to talk with others in the group, and as a group you decide to ignore bad director.]

E-mail Bad director your recommendation. Then, you have evidence of your smart strategy.
You to Bad Director: I recommend the following: The product launches in January.

Later, President to you: Bad Director says, "Manager did not help me."

You to President: I e-mailed Bad Director the following: "I recommend the following: The product launches in January."

Discuss the issue with your /compadres/ other managers.
You to other managers: Bad Director cannot decide. We should join together. Then, we should decide.

Other Manager: OK. We decide. Then, I will tell Bad director our decision. I am friends with Bad Director. [rethink this.]

Deciding is easier than doing.

Therefore, /pressure/ Bad Director for Bad Director's decision. You must focus on completing the project. You must get strong results. Bad Director wants you to do the following: Focus on Bad Director. Bumbler serves Bad Director. Therefore, Bumbler does not focus on the project, and Bumbler fails.

Before proceeding

"Will not be anything without your approval"

You: I promise you. There will not be a thing without your permission.

Better to get the approval

Ask Director for approval. Reasons:
1) Makes Director believe you do not take off, and you do ask.
2) If Director does not go along, there will be bigger problems. You are removing him making a central issue of the side issue, which is you left without asking. You are humble now.

Bumbler does not ask for approval.
Director: Bumbler is arrogant. Let me give an excellent example.

"Could you tell me more about where you are with that activity"

You: I do not know where you were with that activity, so I cannot help you.

Clues to the situation

Determine if you are getting good questions

Director: The more Jerk asks about extraneous nothings and makes humorous statements that way, the less he understands this exact situation.

Director approves passively

Learn the difference between Director approving actively and passively. If Director does not have her neck on the line she can give you different advice than if she did.

Be cooperative

Try to go along

Go along with Director's way of phrasing. However, Director thinks...

1. You are not proud of your own output.
2. You did not like your output.

You figure: Director's opinion will not make a difference in the response amount. This attitude lets you fight for the things you think will increase the response amount. You get this impression from him that your copy was not particularly good, and you must know.

The real answer is that copy is a personal thing for Company. Copy is Company's voice -- and since Director can speak, she believes she can. She spoke a different way than you did.

Have some ups and downs in your answer to maintain accurate credibility. You do not think the copy is better, or you think the copy is different or worse. Or, Director puts a technical phrase better. Good. You compliment Director. As a last resort, when Director is thinking she is redoing all of your assignments all the time, you can say...

You: But, I am making progress. But, you had better look for an environment where your projects get better appreciation.

Make the modifications

Determine if you should make modifications to secure more agreement. Some modifications will not hurt the project. Make those modifications.

Director's approval**Getting Director to approve is vital**

After Director approves, you can proceed. Therefore, Director affects everything you will do. Getting Director to approve is always a big issue, and could be the big issue. Determine how to survive and prosper under these conditions.

Use Director's compliment to move forward

Director compliments your project.

You: Thank you.

Imply: I have an additional idea with this project.

Director must review

Director: I am /preoccupied, busy/.

I cannot meet with you this month.

Bad Director is wrong. You are his responsibility.

Too many approvals

You to Bad Director: Let us speak generally about multiple approvals. I believe the following: If a company requires multiple approvals on minor subjects, progress is slowed. Tell me your beliefs.

Bad Director: I will not respond to your statement. I give you the following order: I will approve all of your e-mails.

Now, you are winning against Bad Director. Reason: Bad Director avoids the general approval subject. Smart President wants strong results fast. Smart President does not want

delays. Smart President wants employees to make minor decisions. Reason: Company makes fast progress.

Company has many contradictions. Use those contradictions. Embrace effective [resultful turns into this] policies. Avoid, ignore and refute ineffective policies.

If approvals increase, productivity decreases.

You can acquire your approval on every /matter/. However, additional approvals will delay our progress.

Bad Director insists on approving.

Think about this: you can't personalize it so much. Don't talk about his approval. Talk about the approval process. When you transcribe, say "the approvals."

Bad Director complicates the approval process. Reason: Bad Director wants to defeat you.
Bad Director: I must approve every e-mail you send.
You do not get Bad Director's approval for one e-mail.
Bad Director to President: Manager disobeys my orders. I must fire Manager.

One solution: You complicate the process to.
You to Bad Director: Often, I must reply immediately. Therefore, I request the following: You e-mail me your approval. You send that e-mail within one half hour.

Bad Director is lazy. Bad Director is

irresponsible. Therefore, Bad Director's approval process will fail.

This one can move back some into the thick of discussions with Bad Director. Discuss contradictions with Bad Director.

You: Company wants strong results fast. However, Company wants multiple approvals on minor subjects.

Gain Director's approval.

You must launch the project.

Therefore, you must get /gain/ Director's approval.

Director: Modify the project. Then, I will approve.

If Director's modification is harmless, make the modification. If Director's modification is harmful, talk with Director more.

You imply to Director: I believe this modification is bad for the project.

Director: I do not care. I want this modification.

You: This subject is important.

Now, I believe the following: This subject is at President's level. I request the following: You discuss your modification with President.

Then, tell me President's response. Now, Director has a problem.

Director must discuss the subject with President. Good Director gets President's decision. Bad Director lies.

Bad Director to you: I talked with President. President agrees with me. Get President to learn your view /position/.

Director does not approve

Write what Director wants

You will be upset. Write down what Director is telling you she wants.

And, in the next meeting, bring up two fast points of what she is looking for.

You: You said first you wanted the project more --. And, the project needs to be less --. And, you wanted more on --.

Compromise

Try to compromise with Director.

Your project is completed in red color. Now, Director wants the project in blue.

You: We have little time. Also, our budget is almost empty. I could add blue to this project.

Director: No. Make project t blue.

You: I have two problems. I need to get more time. And, the project needs more money.

Director: I do not care. Make the project blue.

Later, give Director emergency plan to make project blue. Your plan includes new charges. Hope that President learns about Director's decision.

Tactics

If you get no, a coworker could get yes

If you are getting trouble from Director put Coworker on the assignment. If you turn Coworker down now he is unreasonable.

Who you are

Resolve

Be known for being resolute

What you want is...

Coworker: Manager is resolute.

Resolve is most important

The resolve is most important.

Show serious resolve with the task

You can have a multifaceted

personality. However: Show a level of stoicism and resolve with the task.

You will

You will get done

You will get the assignment done.
You will make the deadline.

You will get the assignment done

The only question is how difficult the assignment will be

"I will get the assignment done"

One way or another, you will get the assignment done.

Drive

Proper direction vs. sheer will

Spend less time worrying about direction. Put more time into driving the effort. You will find the following: You work on multiple projects. So, you know. Either direction would have been fine, but you got there in large part by sheer will.

Lewis and Clark learned afterwards they had gone like four days and all kinds of trouble out of their way.

However: That problem is not the "big memory" of their trip. What is known is the following: Lewis and Clark accomplished. Bumbler gets too obsessed about not making the "four day mistake." Bumbler does not accomplish the journey.

Bumbler: I did not make any goals, but I did not make any mistakes either.

He is ignored.

Get through the assignment

Keep your focus and get through the assignment.

Get through the storm

Director obsesses about a problem.
Your antennae should be way up.
Above all else, stay ahead of the problem.

Bumbler: I have all these other assignments today.
Stay late. Get through the storm.
Then, determine a plan to keep your life in balance.

Complete the assignment

Complete the assignment, do not bulldoze, or parade.

"Do not ask me nicely"

Tell Director.
You: Do not ask me nice.

The main thing is to tell you the importance of getting the assignment done now, and you will proceed now.

"I am moving forward"

The difference is: You are moving things forward. One way or another, we will make real progress.

Be routine over inspired**Do not live for the moment**

Bumbler lives for the moment.

Instead, live for a structure. This structure ensures various goals are accomplished, and you will stay out of trouble, and avoid things you should have seen coming, and take opportunities you should have seen coming. That moment of existence is not as high on the time line as the moment is with him. The moment is hard to resist. However: You need to. When you can put together the plan, you can leave some things out. Vindictiveness fails. Nor does gossip, or huge amounts of idle

conversation.

Plugging away is better than erratic greatness

Plug away. The great things you do are, indeed, great. However: Do not lead an erratic life where you get in late, leave early when you please, and do not show up...all because of the great things you do. Like dust accumulating to thick layers on the moon, you need to show the following:

You: Day in, day out, I am there and working.

Go on autopilot

Do not put your heart into the assignment. Put your body into the assignment. Go on autopilot.

However: Do not say you cannot do the assignment, or else you will be in more trouble than you are in now.

Day-to-day: industry over strategy

Possibly, some directions you go, decisions you make, decide your success more than anything else does. However: Director wants to see you working.

Lots of repetition

Participating with multiple offices is like watching the news with a breaking story: the same things are repeated all the time.

Coworker: Let us go over that topic again.

You think: We did in the last two meetings!

Participate

Being there when being there is important

When being there was important, you came through.

Stay in the process

Do not let yourself be left out. Your idea did not play. Therefore, make sure you are part of the other one. Not to take credit, but to be a part of the activity. The greatest mistake is to stay out of the game.

All hands on deck mentality

Have an "All hands on deck" mentality. Jerk does not, so he will lose -- sooner or later. There will be plenty of opportunities for him to be unsupportive of you. Do not count on "fair is fair."

Before a vacation, complete the activity

That pile of files you put on Director's desk before you go on a trip. The pile is untouched when you return.

Do not ask about every little change

Learn what Bad Director wants. Do not question every little change. You are in a messed up Company. Bad Director questions every decision, question. Then, look to a company where you are trusted to put two words together. Life is too short to spend life in the shadow of Director who needs to demonstrate supposed superiority with every line.

The feeling**Need a feeling - a problem needs to be solved**

Get the following feeling:
You think: I need to solve a problem. Perhaps you need to call Coworker for help. Get that feeling.
Reason: You spell out your success as Manager.

“The project is going the right way”

Director wants to believe the project is moving in the right direction.

Show quick progress or the forces against you will always step in your path. Undercut you.

Let your feelings guide you more than your mind

Your mind should guide you less.

Reason: Often, your feeling is right.

You think: I feel sad about that activity. Therefore, I will not do that activity.

What you are doing

Work extra hours

Working extra hours puts you ahead of the game

Director learns the following information about you. You are ahead of the game.

A quality assignment cannot nine to five

Be meticulous. Be a perfectionist. Do not think you can 9-5.

Performance counts

Performance counts. Show you are working extra hours. Once you completed the project, relax a little for a while! You are a hero! Until then, you work. Nonetheless, get strong results.

Proceed quickly

One factor is the amount of time spent. You cannot wait a long time, and then present a project after Director starts worrying.

Director thinks: We have this major problem.

Do not get a reputation for low

quantity. You may like the idea of...
Director: Manager is brilliant, but she is slow.

However: A shortage of quantity can kill you quickly. Get things out. And, you are the one who chose this profession. Therefore, do not apologize for saying you might have to work extra hours.

Hesitating only prolongs the agony. You lose your focus, are not able to do other things, and generally mess up your drive to the objectives.

Run fast in your career

You must run fast. Energy is your main ally. If not, Jerk will get you and run you over. Keep building your resume.

Reasons to proceed quickly

When you are in the process of developing, you will have to do things you will not want to. Get the project from one stage to the next -- quickly. You cannot let that information lie in the one stage. One reason: You could lose the project. The document you are working on is vulnerable to being lost, and then you are sunk. However: If you proceed to the next stage as quickly as possible, then you are fine if you lost the old document. If you lose the new document, you have the old and you can transcribe the document again. Also, you can mess up the document. Accidentally throw the document away or destroy the document in some other way. Because the document is out in the open -- you are working with the document. The document is not safe somewhere.

Be procedural and still fast

Be procedural. The trick is to cover everything and still get the assignment through Company on time. The alternative is worse. If you are seen as a lone ranger, you will ultimately upset processes.

You will have to put in 10-12 a day in order to get all of your messages out quickly. Therefore, you can get responses and push the project through Company in time.

Hesitation prevents maneuverability

If you wallow in hesitation, you do not have opportunity to change your strategy as you go. You can experiment, but you must start.

Slowness -- Solution to slowness

Present the project early.

You: The project is still rough. Do you think I am proceeding in the right direction?

Probably, Director will not ask how rough. Good. Reason: How rough the project is depends on her reaction. You have an escape hatch. The project is not rough at all if Director likes the project.

Proceed before you commit

When you are ready to commit to a plan, the ball is already three plays down the field.

Make progress!

Someday you will get this project done. However: Meanwhile you are losing out on all kinds of things.

You are hurting you to wait.

Jerk believes he works extra hours

Also, Jerk believes you work less than Jerk.

Reasons you work extra hours

You must work extra hours, because:

1. You must deliver quality projects
2. You must deliver prior to the deadline.

Be friends with associate

Associate is your friend for many years. Therefore, you succeed.
Reason: Advance 10 years.
Associate calls you. Associate requests your help. Associate trusts you. That trust lasts /extends/ for your lifetime.

Keep the activities going

Keep the ball rolling

You do not need to compete. You need to make progress.

Keep the ball rolling

Complete the project, and you can get strong results from the project
Your assignment is to continue.
Your projects are sitting with technical.

Keep ball moving forward

You have a responsibility to keep the ball moving forward, not the one making the decisions. You cannot pass that project off to Jerk, because Jerk delays. Demonstrate the following:
You: I progress.

Push for steady progress

The product was not made overnight. The effective campaign is not made overnight. Accept the product there with coworkers, and accept the product here. You do not see too many moves. Most of the successful campaigns do not make news because a strong progress not newsworthy.

Advancing the situation

Advance the situation.

Make progress agenda

The only agenda should be moving the ball forward each day. If you were thinking Director has a different idea, you would ask the idea. The goals are for Company -- not you.

359. More on company objectives.

Day-to-day

When you think of the task

Get in the habit of doing a task when you think of task. Example: You ask Coworker a question when you think of the question. Or, you write the following:

You: I need to do this task.

Otherwise, you will forget.

However: You will remember everything, and infrequently will you forget.

Stay of top of overnight deliveries

Stay on top of a package. This package needs to be sent overnight to Director. If you know Director got a presentation the next day, or she is at a trade show, you cannot give the presentation to the overnight delivery service and have a good night's sleep. Personally follow that package. Call the delivery company at 9:00 pm to see the status.

Do not let the issue get anywhere. Learn what is going on. Also, even Good Developer can make dumb decisions at this critical moment.

Have Developer call you if she will do anything outside the plan.

Customer must have the package at

9:00 am the next morning, you need to be all over that package, coordinator, and delivery company. Save your statements...

Bumbler: I will leave the matter to you and will not worry about the matter.

Work on easy activities

If you are down, work on some low priority thing. Example: Clean out your basement or storage area. When you are back up again and you come back to these items, all nice and organized...

You: I did organized these items when I was upset that time. I used my time well.

If you have nothing to do, do a "will have value" later project. There is a 90% chance the project will have value later.

Never say, "I finished all my projects"

Bumbler: I have finished all my projects.
Bumbler is wrong.

You are happy, then have a bad day

You can be happy. Therefore, the day goes great. However: The two have nothing to do with each other! You can be unhappy and come up with a great plan for Company.

Move progress into the conversation.

You think: We have other subjects to discuss. What are those subjects? Think about your projects. Think about Coworker's projects. Think about the deadlines. Your goal is the following: Make progress for Company. Therefore, make progress in your conversations.

Small steps every day

Gain yardage

Do not throw wild Hail Mary passes.
Gain some yardage every day.

Take small jumps

Take no big jumps. Take small, reasonable ones. Proceed in a way you can go back from, wait for things to calm down, then go another direction. Take on this responsibility without stepping on toes (even though Jerk would rather be rid of the responsibility, he still does not want to lose the "title" of responsibility). Make progress some, in a small, happy way.

Little progress each day

Push everything forward a little each day.

Make methodical progress

Make progress each week. Do not want to get sacked 30 yards back.

Improve incrementally

You try to improve your situation incrementally. If you have a problem, you solve the problem. Often, your life is about a \$30 solution. Anything more does not get fixed quickly.

You cannot see the reason until later

Work extra hours. There is a reason for working extra hours, but you will not see results until after the project is done. You learn a discipline.

In for the long marathon

You are not in this process for the big victories every day. You are in for the long marathon. Therefore, do not kill yourself. You can kill yourself early in your career, because you make up for a lack of experience.

Compromise

Compromise

Compromise may be effective in politics, but compromise can instantly kill a campaign. Coworker wants to go in a different direction. Therefore, this campaign is toned down. Bad Director stumbles so dramatically with his big advertising. One reason: Bad Director is sticking his fingers in the pie.

Do not fight every little problem. Give up on factors like minor wording, color, and even a couple of whacked out paragraphs. Bad Director wins there. Therefore, he is less likely to call you stubborn. Important factors change the response amount. Your arguments have more gravity.

Balance of thoroughness and progress

There are those who will complete the project faster than you. However: You have the optimum balance of speed and keeping your bases covered. Recklessness is easy.

There are coworkers who do things faster than you do. However: Often, Jerk is cutting corners. Example: He approves verbally. You do not even want those things done. These are different ways of thinking. Jerk: Seller has the problem if you get the project back and do not like the project.

You only want the project done if there is paperwork following the project. Imagine you showing Project to Director...what would you want to show her. You want the project completed in a certain manner, and the project was not done

that way.

Do not quibble

Let us do not quibble.

"You win!"

On small matters you give in.

You: You win!

No avoidance

Do projects you dislike

Make progress when you do not want to.

You think: I remember those times I did not want to do that project, and I did that project, and I am glad I did that project.

Do not be above anything

Do not be above anything.

Imperfection is good

Going the long way still means arrival

Going the long way around at least gets you there.

The project is not perfect but the project is effective

Make small requests. If you require a big system change before you can make progress. You will wait forever. Tell Director you have a jury-rigged system, but the project is effective. You show you are focused on working, getting the project done, will not wait. Time is a priority.

Make do until the time is right

Make do until the time is right. You spend little time running down the correct solution, and the solution eventually falls into your lap - cheaper, and with little effort.

Make use of existing resources

Make good use of existing resources.

Checking progress

Reminding and cajoling

You are the one who reminds, cajoles.

Set up a weekly meeting

Coworker believes marketing is important. Obviously, you do, too. The problem is: Some things are not moving forward, and you want to set up a structure to make sure those things happen. She is well aware of marketing activities. Know what you are all getting out of the marketing.

Request a weekly meeting with Director. Go over what is happening and get her advice. Coworker can set up the set time for the meeting. Coworker has a discipline. This discipline ensures the following: You are moving things along quickly, and this discipline lets her make a decision and get you acting on the decision.

Establish requirements when early on

You can set up these requirements within Company. Everything needs to be just so, and you will jump on the requirement otherwise. However, you ask Developer to take the project to the final stages of completion. Therefore, tell Developer...

You: Make the project rough for now. The project does not need to be the final, and please get the project to me. We can determine the direction from there.

You take the heat off Developer doing the work. You are not asking for a huge leap from her. Therefore, Developer can relax and focus on

doing a good project.

Developer: I was thinking this way, but I had a better idea. I only had an hour to approach this way, but here is the project.

Developer stands comfortably on one platform, and could then take the idea to the next level. If there is anything to the idea, you will recognize value at that stage.

However: Jerk pressures Developer to complete a project because Jerk does not understand Developer's idea.

Take many opportunities to review

Always want opportunity to review.

Take few chances. Avoid spontaneity. The product will not look better -- only worse.

Write down what you are doing

Write down what you are doing.

Best way to see if you are spending time on a project.

If you do not write down what you are doing, you are bound to redo the project repeatedly. You are not making any use of your experience, which is supposed to be one of your greatest assets.

Time sheet

Need lots more on time sheets

Determine if the project was buttoned up. Review the project and tell him what occurred every step of the way. Reason: You will need to.

Look where you are going

When you talk about who is higher up, etc., you are looking down, or back, or up. Instead, look ahead -- where you are going.

Checking Developer is getting things done

You are always all over developers

and seeing that things are getting done.

Do not take little things for granted

Never take the little things for granted. Do not say you are taking a day off, you request a day off. Do not say you are leaving early, you request leaving early. In both situations, say this statement:
You: If you have any questions, could you let me know before 3:00 today. Thanks in advance.

Ahead of the game

Do not let on how far ahead you are

Do not let Jerk know you are a step ahead of him. He will behave differently to prove you wrong. Hold your cards.

Stay ahead of the inevitable

Stay ahead of what is inevitable.

Delivery

Produce rather than small criticisms

Jerk makes picky icky criticisms.

Say this statement:

You: We are getting the project done.

Jerk: But, this project looks bad! This project is a poor reflection on Company.

You: Would prefer to see Department paralyzed by your definition of perfection? No. We will get solid advertising to Prospects. Jerk can sit around and over-scrutinize, and never get anything done. Getting the project done is more difficult.

You are taking a risk by speaking in a firm way, but this risk is good.

Reason: Once the project is completed, Bad Director will focus

on the next project. Probably, Bad Director will not discuss the flaws he saw in the project. Therefore, he lost and you won.

Note: Jerk hopes your creation will fail in the marketplace, and your creation might fail. Two points:

1. You need to have several projects going at once. One of the creations will get strong results. And, he will gain a reputation as a complaining loser.
2. If the creation fails, the failure will not be for the reasons Jerk mentioned. Therefore, there is never a good reason to obey him

Keep emphasis on tangibles delivering

You are delivering a physical product. Therefore, Director will not care what you did to complete the project. Keep the emphasis on the tangible product you are delivering.

Time put in is little compared to what comes out

There is much focus on the amount of time you put in. However: What is more important is the project you create. You show you put time into the project so more weight and appreciation into the project.

"In the end, my project got strong results"

Jerk can look back on what you did and have all kinds of criticisms. You were wasteful with your time. You went down this road. You bumble along, in short. However, in the end, you finished your project quickly, and the project got strong results.

Showing up is most important for an ad

The most important activity with a project is completing the project! Many projects never get out of Bumbler's to do list.

**What you are struggling with
Obey the deadline**

Crunch as near deadline

You near a crunch as you get closer to the deadline. Delays were made throughout the process...a week here and there. And, now we are right on the deadline. You could have a time line. This time line shows compression of activity toward the end, and then a fistfight at the end.

Right is not issue...deadline is

Deadlines: the question is not how to do deadlines right. Determine how we will get from here to there in that amount of time.

Do not suffer from missed deadlines

This business is rife with flightiness and missed deadlines and boatloads of excuses.

State facts: has to be done Thursday

We have to get this project done Thursday. You are stating what is true.

Use this fact. You are all the time accommodating Jerk, but now, there is no discussion. And, if Jerk does want to discuss the issue, then you discuss the issue. Make a fair assessment you can live with, You do not have to remember this assessment.

"We have a deadline"

Get the situation to be, fine: you can

mess around with this project for three hours if you want. However: In eight hours, you have this deadline. This deadline is the issue.

Got to get the assignment done today

"If you did not get the assignment done today, you can tomorrow" is bogus. There are real things coming -- ad deadlines.

Time

You never get time back

Time is the one thing you always lose and never get back. You are making some type of lasting impact with the time you spend, no matter how long you take, as long as you are doing that activity. Do this activity as opposed to an unproductive activity.

The one thing we all share is time.

Time keeps slipping away

Time keeps slipping away. Using time on low-level projects, even cleaning your desk or filing or resorting some thing, is better than procrastinating. (Or, "think time.")

Time never comes back

The time never comes back. Therefore, drive yourself nuts for three days.

Note: You build your reputation, because Coworker is focused on this activity.

Friday to Monday three calendar days

Friday to Monday is three calendar days. This fact is difficult to digest with a project.

Fight distractions

Fight distractions

The worst enemy is distraction.
Distraction will be the death of you.
Your mind is on this distraction, and
you miss the assignment.

Avoid talking about past problems

Avoid speaking about past problems.
Bumbler: We could not do this task
because so and so would not let us.
Your focus is on the now, the near
future, and the deadline.

Do not be distracted

One of the characteristics of success
in life is to not beat you and let
yourself be distracted.

Stick to your game

Do not change to another plan
because of a reaction you got.
Modify the plan some, respond
positively to the reaction, and go
forward.

No time for shenanigans

Developer works extra hours, so she
complains little.

Do not keep changing

Making incremental changes for
purposes of communicating the right
message is great. However:
Continually changing -- and then
missing the deadline -- is criminally
stupid. Jerk has this problem,
because he does not care about
getting strong results. Perhaps his
ego is a factor. Possibly he is seen
"artist against the world" movies,
and likes being the tragic hero who
does not get a grip on his vision until
everything is crumbling around him.
Maybe Jerk believes the following:
Jerk thinks: Delays prove I am
brilliant.

If he were ahead of schedule -- any schmuck can be ahead of schedule. Real mistake is hesitancy. Do not get paralyzed. Need a time is strongest. Even if the project is not what all dream the project to be, the project is better than nothing at all.

Worst thing to do with direct mail is to stall. Wait six months.

"We are too far along"

There is a ripple effect. Jerk believes because we are far along, everything has to be right. Jerk can be wrong.

No shenanigans

No shenanigans with the project. Yes, this project is dull. However: Do not mock up an fake ad. This fake ad contains a joke...and only have the joke for internal laughs. You are risking the following: This project will be mistaken and put out into the market. The joke is not worth the grief.

When the changes do not progress

One real sign of an incompetent is when the changes do not progress.

Delays

Emergencies need to get in line

You: Sorry, but there are two other emergencies, and I must respond to them.

Delays

The problems come from things not going out.

If delayed, do the activity immediately

If you are delayed, get your e-mail out immediately. The activity is better late than never, and chances are your delay will be ignored.

Quality

Double check

Over check

You over check, run things down, ask questions to coworkers outside the usual channels. Sometime you get struck back. Often, you find out the following: This project is not being done right.

Double check

Before you present these changes, double-check them. You will be surprised what you miss.

Double check your printouts

After the assignment is complete, double-check the assignment. If doing a big thing, double-check the assignment afterward. You will normally find a few mistakes.

Double check at the finish line

Bumbler spends weeks on a project, and then not give the project a second look or a dry run at the end. Go through the procedure. When a mistake occurs, think about why that mistake got past you. And, give yourself real answers.

Typos

Typos eat away

Typos and such eat away at your argument.

Typos set the assignment off kilter

Typos set the assignment off-kilter.

Keep the quality high

Do not allow low quality

Quality is a continual challenge. Few things grate more than low quality assignments. There is no reason for low quality. Also, you can tell and explain what is sloppy and what is not. There is no excuse for sloppy assignments. Nobody good is sloppy. These mistakes can snowball into big problems.

Eye for detail

You know what you want throughout the process. You are a nut for detail. You are exacting about the minor details. You make the ad whole for the first time. Even when the reader comes in close, the project is right. Make your ad look sharp as a razor. Reason: Your ad is similar to big company's ad. There is no better way of being perceived as a two-bit, poor company than by displaying two-bit ads.

Lot of consternation over small things

The joy of unhappiness: You have consternation over small things not being right. You know this project has to go forward, but you took the project as far as you could, and you are still unhappy.

Director wants top quality, no matter the price

Director demands top-notch quality, whatever she is paying. Can do fine staying within the usual pricing of the business, or slightly on the low end. If you keep costs down, only question is how market goes.

You are meticulous

A successful Manager is meticulous.
Bumbler: Do not worry!

Problems and mistakes**Avoidance****Introduction****Avoiding mistakes is 60% of the challenge**

You can avoid mistakes.

Stay away**You stay from controversy**

Company needs to be in a position where you are distant from controversy, if a problem comes up you can show the following: You are way away from that controversy. Probably, Coworker has developed a sense about Company over the

years. Coworker will rally to your side,
because she is appalled about the following:
You were maligned.

"I am staying away from that issue"

You: I am staying away from that issue.

Ways to avoid

Run fast and problems will not catch you

If you run fast, problems will not catch you.

Hunker down

Time will tell. If new Jerk is an attacking
character, hunker down! Jerk will direct his
venom elsewhere.

Attacking is in his character.

Avoid Bumbler

Avoid Coworker who perpetually makes
mistakes.

"This situation is a can of worms"

You disagree with Coworker but you do not
want to say you disagree.

You: You are opening up a can of worms
for yourself.

Probably, Coworker will agree.

Avoiding Jerk is difficult

The easy assignment: Get strong results.

Reason: Previous Manager got poor results.

The difficult assignment: Avoid Jerk.

Reason: Jerk tries to defeat you.

Problems and mistakes

Before

Predicting

Courting disaster

You are courting disaster.

Small mistakes compound

Check...because small mistakes
build. They become big problems.

Conclude when lot of elements will

cause problems

You have several elements. These elements will result in problems. We have a decision maker who is a real stickler. Seller who is slow, but we have to use him. This deadline is right on top of us. I predict a clash is coming up. Determine what we will do about the clash now.

Determine if minor matters are adding up to a big problem

Determine minor matters are all adds up to a big problem. You have...

~ nervous Director

~ no control over the project

~ no way to check the progress

A problem occurs**Blame you first****Blame you first**

If there is blame, the first one you blame is you. Do not put up defenses. Get to the bottom of the problem.

Get mad at you

You get strong results because you get angry with yourself.

Be down on self over being dissatisfied

Be dissatisfied with you. Better than being not dissatisfied. Not opposite of a winner. Lethargy and denial are.

Bad Director accuses you

Respond with facts.

You: I called Customer.

Respond with initiatives.

You: Coworker and I started a plan.

Respond with results.

You: Last month, we received seven responses.

Then, you have two choices.

1. Director will report your activities to President. Then...

You to Director: How do you feel about my response?

You want to know: Will Director continue to complain? Therefore, will Director complain about you to President?

2. You perceive the following: Director is ending Director's complains. Then, say nothing.

Acknowledge

Admit to the misdemeanor

When you admit to the misdemeanor, you release the pressure valve. You admitted to a minor part. Therefore, we are not being stonewalled.

Admit your mistake

You will make a mistake. Therefore, get used to admitting to your mistakes. Get used to saying...

You: I am human.

/add to about admitting mistakes/

Apologize, and then let the truth arise.

Admitting mistakes

Jerk does not have the guts to admit when he is wrong. Jerk would do anything rather than apologize to Coworker.

"I messed up"

You: Yes, I messed up. The problem is my fault.

You show the following: You take responsibility for your mistakes. The issue is: How can you fix the mistake.

"I misspoke"

You 1: I misspoke.

You 2: I did not make my point

well.
Blame the problem on
communication problems, not with
what you believe.

You will own up to your mistake

You made a mistake. Show
Coworker how the mistake was your
mistake.

You demonstrate the following: You
will own up to problems, and you
help Coworker trust you later on (as
she should, because you are
trustworthy).

Have the guts to say when you are
wrong.

Tell your mistakes

Do not be a hypocrite. Tell
Developer all the mistakes you are
telling her not to make, you made
them, and you will make them again.
However: You recognize your
mistake, and you do not want to do
make another mistake. You are
human, and you would be glad to tell
all these mistakes you made.

**Saying other is right is hard but
necessary**

The hardest thing for him to say is
the following: Coworker is correct.

Jerk will do anything to avoid saying
Coworker is correct. If you show an
unwillingness to say compliments,
you will continue to make mistakes,
have your antennae down, and have
problems.

“I am surprised”

You: I am surprised about this
occurrence. I would have made a
different assessment. Usually, I see
a different occurrence. Therefore, I

would have been mistaken. I was surprised.

Jerk cannot understand your acknowledgement. Reason: Jerk cannot admit his mistakes. Jerk thinks: Director will dislike Manager's wrong diagnosis. I say good information about me. If I make a mistake, I am silent.

Another reason you say your wrong diagnosis: You show your knowledge about the subject. Director will continue to trust you, because your wrong diagnosis is possible.

Director: I understand why you made your diagnosis.

Also, Good Coworker supports you.

Good Coworker thinks: Manager is brave, because Manager admits Manager's wrong diagnosis. Now, if I make a mistake, I will also admit. Therefore, the team focuses on learning. The team unites and progresses. Jerk does not learn. Jerk does not progress.

Do not be defensive

Do not be defensive

Learn how not to be immediately defensive with a criticism. Your defense will show all over your face. Learn how to look straight.

Do not be quick to get defensive when Director sees you are making a mistake.

You: Please tell me if you think there is a problem.

You will make mistakes, a good percentage of mistakes are not going to be found by you, and you want

Director to tell you! You are grateful to her.

You look human. You run the risk of Director saying the following:

Director: You make many mistakes.

You can hate being told about mistakes, and you can make life miserable for anyone kind enough to help. You will get eaten alive by mistakes, and you will never learn.

Do not get defensive

Try not to get defensive.

Do not laugh off a mistake

Do not laugh off a mistake.

Apologize

Apologize

When you get in trouble, you apologize. However: Jerk wants you raked over the coals.

You: My mistake will not happen again. However: Apologizing does not wash with Coworker. Resolve the mistake up to her.

No mixed apologies

Do not mix your apologies in with statement.

Do not over-apologize

Do not over-apologize. Find a balance to your apologies.

Responsibility, remorse and repair

Have responsibility, remorse, and repair.

Recognize, not do again

423. You will make a mistake. Try to understand the mistake, determine how not to make the mistake again.

424. Often, you make the mistake again once, but not twice. /Over a long life, you will do pretty well./

The mistake is always your fault

Follow this principle. The problem is always your fault. You could have solved the problem.

"That problem is my fault"

You 1: I forgot to...

You 2: That problem is my fault.

You show you are capable of saying you are at fault, and when the big problem comes up...

You: I am always willing to say when the mistake is my fault. This time the mistake is not.

"I made a mistake"

You: I made a mistake.

Probably, Coworker wants to hear your acknowledgement. But she figures she will have to get into a conflict with you playing the brick wall...or the blamer.

You will make bad statements.

You: I apologize. I spoke wrong. Avoid explaining further. You can cause a larger problem. Instead, if you must speak more, make a general compliment.

You: I am honored to be in Company.

You're working on 348.

Be patient. Your bad statement will fade.

Right after the mistake

Managing

"This problem is nobody's fault, but..."

You: This problem is nobody's fault, but...

Diagnosis

You made a mistake

You made a mistake. You have no excuse.

Types of mistakes

Kinds of mistakes/lessons: This mistake hurts Coworker.

Determine if this problem is a minor problem or major problem

Determine if you consider this problem a major problem or a minor problem.

Felonies and misdemeanors

There are felonies and misdemeanors.

Determine the reasons for the mistake.

Resolve those reasons. Then, you improve your procedures. Therefore, improve your system. Then, you will not repeat the mistake.

Solve

Above all else, let us resolve the problem

You: Coworker must know information I do not know. Believe me, I want to be wrong about this problem, and I will be the first to admit when and if I am. My concern is not about being right, but in resolving this problem while there is time. I am concerned.

Make up for mistakes

Jerk does not want to make up for things, or he expects Coworker to ignore bad things he did because time has past. Coworker remembers a slight. Jerk stabbed Coworker in the back.

When you harm Coworker, you cannot turn back the clock.

Therefore, apologize. Try to /atone/ to her. Give her a gift. This gift interests Coworker. The gift should not be expensive. About \$20 is best. However: When Coworker is

messed over, everyone is in a terrible situation. She knows she has to be mad at you.

Make up for your mistake

Do more than apologize and ignore.
You /atone/ for your mistake.

Often, a mistake is easy to fix

You made a mistake. Often, you can fix the mistake, but for some, pride/ego gets in the way.

Fix the mistake before Jerk comes down on you

Solve the problem before Director comes down on you.

There is a problem and you fix the problem immediately, Director does not know how long there was a problem. Director does not care.

When you try to repair a mistake yourself, there are big screw-ups. Do not go to Director without a resolution. Do not deny, and take your lumps.

Correct the mistake

You think: I am going to put in adequate effort.

Then...

You think: No. I am going to make my best creation.

Fix the problem just inside the realm of expectation

Keep your focus on the expectation. Customer knows you cannot change the past. You cannot be there in 10 minutes, because you are in another city. You cannot fix that problem immediately. Customer wants to see you do everything possible inside the

realm of expectation.

Make a recovery, then fight back

Fight back. Reel for a little while, take a break, and wait a day. Make one day a mental recovery day. Start writing down these jumbled thoughts. The next day, you start getting action. You fight back.

You think: I do not think Jerk understands how tenacious I can be. The problems will still be there in three days. Therefore, take those three days.

Team turns around mistakes

Your team is not there to pounce on you when you make occasional mistakes, but to turn around those mistakes. Coworker needs to help you. Otherwise, these coworkers snipe.

Fixing the problem is the best therapy

Fixing the problem is the best therapy.

Right your wrong

If you harmed Coworker, someday you will have an opportunity to right the wrong. You are not talking about revenge here. Revenge is not the thing. Play for the long haul.

You will calm down about the whole thing, and you will proceed to other objectives.

Recovery from forgetting

You forgot Coworker.

You: Certainly. I forget the one who stands out.

You compliment Coworker.

Give solutions

If you have a concern, do not say the

concern, and shrug your shoulders.
Come up with the best solution you can, and present the solution.
You: I have a solution. The solution is not good, but the solution is the best I could think of for now.
You are not putting him on the spot.
However: Get some dialog going about this problem.

Fix the worst things first

Fix the worst thing first. Focus on the worst thing. Do not try to do everything, and let Directors know you are not going to try to do everything.

Talk about alternatives

Never talk about what is wrong.
Talk about the alternative. Be constructive.

A problem might sort itself out

Have the patience to go for that choice. You cannot control everything, but you will want to.

Containment

The problem is: Bumbler thinks he has all the bases covered when he does not.

Note: You may have heard about the /bubonic/ plague of the /1400s/. To this date, no one has cured the disease. There is still no cure. Prevention is the key. Also, when the disease emerges, the disease is contained.

Do not bother Coworker...solve the problem

You have a problem and the problem is discovered before you have a chance to fix the problem.
Determine if you were trying to come up with a solution to the

problem. Otherwise, you are in even bigger trouble.

Endure

Intro -- getting through the problem

You are handling a mistake once the mistake is made.

Take your lumps

If you make a mistake, take your lumps. If you do not, you look wimpy.

Being humble after a fall

When Bumbler messes up the first time, he should be down, because he demonstrates he is capable of messing up big.

Bumbler: Be happy. I have the item.

Bumbler cannot be trusted. He fell 75 feet down this mountain he is crawling up. A mountain climber might have died. Maybe Bumbler is grateful he only lost a /day's/ inching up.

425. You want everything to be right back to the day before, when all was well. Unfortunately, you cannot easily undo what you did.

426. You had better not fall again or you could be a goner. Learn to eat some humble pie. /Already covered: What are you doing to ensure this does not happen again?/

Blabbing keeps the problem from blowing over

Bumbler blabs about a problem. Bumbler hinders the problem's ability to play itself out.

Bumbler: She may decide to blah blah.

Bumbler has Coworker upset. And,

rumors do not undo.

Do not come back to the problem

You make the problem worse by coming back to the problem. Act like you forgot the problem,

Do not speak of a bad experience until the bad experience passes

Do not speak of a bad time /no leads/ until the bad time passes.

Look forward to ordinary days

There will be ordinary days. There are times you would kiss the ground of an ordinary day if you could.

Struggling with the pressure

Do not confide in anyone at work. You will get this false sympathy, which was discussed earlier. You live in a heartless world, where he says things like...

Coworker: This city is difficult to succeed in.

You are emotionally keyed up. You are not thinking straight. Nothing more in your life will be as difficult. You will be well prepared for anything else...and you will not be messed up the next time. You will know these things happen. Read a book on Mark Twain, because he was a real business failure.

You made stupid mistakes, and had to fight back. Realize you are not going nuts, but you are under a tremendous amount of pressure. Go through the motions. Show up! Show Jerk you are not going to run away. Example: In the middle of the night, do not write new job letters. You will invariably hit the tone wrong, because you are desperate. There is plenty of time to

do write new job letters when you are mentally stable, such as the early evening about an hour after work.

Do some task. This task takes only about 20% of your mental power, such as assemble cover letters. Talk with your friend, and tell your friend...

You: I will need to speak with you for the next couple of days.

If you have a significant other, set things up well in advance.

You: I will come up with some wild ideas, like going back to school, or working at Kinko's. Be supportive! The issues will all sort out eventually, and my chances of doing these things are about nil. However: Do not go crazy yourself.

How well do you overcome adversity

Overcome adversity. Director wants to know the following: You can overcome adversity. Determine if you procrastinate, apply blame, or find a quick, wonderful resolution. You put Company an even better position than Company was in before. Chump to champ.

Behave like the problem never happened

If you behave like the problem never happened, after awhile the problem never happened.

Suppress the problem

Maybe you keep the problem suppressed, but you try to internalize things. This effort is conscious, and you do not win. And, your incident is more important to you than to Coworker. If you keep speaking about the issue, the issue will become the problem. Therefore,

make a conscious effort to not speak about the issue. Get the reputation for saying...

You: The subject is dropped.

If you must get the issue off your chest, use your low-cost long distance and call Business Friend. Reason: Business Friend is not in your game.

Handling defeat

You got beat. Your initiative failed. Stop this emphasis on the small, small victory you made.

You: We will win, because now I know how to do that task.

Let Director know you got the point

You: Your reason is good. I will remember that reason.

Director knows the past cannot be changed. However: You are glad her point has sunk with you. You did not decide to come up with every possible reason you were correct.

Be tough on yourself

Be hard on yourself. Demand from yourself. Be tougher than Director is on you. Also, give yourself genuine compliments. Reason: You do not need compliments from Coworker.

A bad experience is good

Reason: You learned. You will not go through that experience again. You prevent future suffering.

Director's assessment

How Director says, "I ignore that issue"

Director: I forgot about that issue. Listen to her tone of voice. If Director speaks emphatically, she does not ignore. /you have this at

least three times. Search for
"forget"/

The problem is 35% worse

When you are defending yourself,
Director is always going to think
your action was about 35% worse
than what you said. If you say...
You: I hardly talked to him...

Sympathetic statements are wrong

Do not accept sympathetic
statements from anyone on a
business level.
Coworker: IThe market is
competitive. I can understand you
having lots of trouble.
Coworker is only being nice, making
you happy. If you agree with him,
you are confirming Coworker's
belief you are a loser. Your
response...
You: There is nobody out there as
good as us, though.

Director approves insincerely

Director: Fine, you did that activity,
but...

**Beware: Director says the problem is
her fault**

When Director says there is a
problem...
Director: This problem is my fault,
because...
Beware. Director does not think the
problem is her fault, but she is
moving to the "dangerous
graciousness" level.

Director will defend the underdog

The stronger of the two attempts to
exert that power. The outcry begins.
Director automatically defends the
underdog.
Good Director: Manager may be
partly wrong. Jerk cannot stomp all

over Manager.

Second guessing

If Bad Director is always second-guessing you and finally managing for you, consider going somewhere where you can make a difference. Because when times get tough, you will be out the door. And, you will not have successes to show a future employer, because Bad Director mangled everything ferociously.

See “Shrewd” on page @.

Handling the problem wisely

Do not let on

Bumbler: A mistake was made. We are fixing the mistake.
Instead, quietly resolve the mistake.
Then, report what happened.

Do not trap yourself

One of the worst situations is to trap yourself in a way where your own words and actions have put you into a terrible situation. Therefore, you set out to lead a clear life so you do not endure this predicament.

Stay away from the points of no return.

Get out fast

You walk into a snake pit. You make the wrong remark to Other Department, apologize, then get out as fast as you can. Make your point only once. Go back and lick your wounds. Then, determine what you will say if 1) Director is made aware of the mistake. 2) Anyone else involved comes to you. Get your side of the story down. Show your intention was for the goals of the objective/ project/company.

Defend yourself

Director accuses you, and he is wrong. You are angry. You cannot control your anger. However, you do not want him to believe he got off the hook too easily. Because he will repeat the activity!

What is nice: Because you have been kind and gracious.

You: I disagree. I did not do that activity.

Your statement has impact.

Keep your composure

When you are in a heated discussion, keep your hands together and do not reach out for anything.

If the problem predated you, say so

Often, you want to take pains to say you did not cause this problem.

Coworker made a mistake

Absorb some of the tension

You do not expect to be complimented every day. Controversy storms through Company. Absorb some of the controversy.

Be gracious with a problem

You: I should have prevented that problem.

Do not pile on

Jerk takes cracks at Coworker when things are going bad. There is piling on...criticism about everything.

Bumbler: Coworker is a bum, cannot do anything right.

Do not agree.

You: In this situation coworkers might use bad judgment.

Do not rub Coworker's face in her mistake. She will be determined to

get you back. Therefore, after you make your point, retreat.

Messing Coworker over

When you mess Coworker over, you set everything off on the wrong foot. Coworker did not want to be mad at you, now she has to be. Coworker's anger hurts other initiatives.

Apologize.

You: I cannot take back what happened. However, I will try to reconcile with Coworker.

You learned a lesson. A similar situation will come up again (at least twice), and if you do not make the same mistake again. Good.

Scapegoat

You could be the sacrificial lamb or scapegoat. If you are the junior member of a group and some big screw-up was made, sometimes Director will sacrifice you. You were the one who made the mistake.

Director: The mistake was made was not with my knowledge. I am sorry, but I was not focused on Manager as I should have been. Therefore, this problem occurred. Therefore, Director goes for the misdemeanor (not paying attention), and sends you up for the capital offense.

The funny thing is how quickly Director accepts. The capacity to lie decreases as the prestige and seniority increases. Director does not want to believe this lie.

Company has a major problem if Director is fired. There would have to be major changes, and Director serves Company well.

Having inexperienced Developer make this monumental decision without Director's knowledge.

Several coworkers take joy in seeing you fired. They were your friends, but your suffering is exciting to them.

Help Coworker off the hook

Help Coworker off the hook.

Awhile after

Excuses

Jerk loses escape hatch if he jumps through every time

Jerk could not use his favorite excuse, because previously, he used that excuse often. You are reasonable Manager.

Jerk: I will be done in three days, give or take.

He takes...two weeks. He did say give or take. Next time, you are stupid if you give him an excuse.

Jerk lost, because he won this battle, but hurt his reputation. Jerk's reputation lasts decades longer than a project.

Labored explanation is guilt

Often, a labored explanation implies guilt. There is no confidence in a labored explanation.

Do not blame performance on home

Never blame a quality control problem on a personal problem, such as a problem at home. No matter how big the personal problem is, unless you have been physically out of the office.

Bumbler speaks of his personal problems as all-consuming burdens.

These problems are weighting
Bumbler down and changing his
project.

Perhaps Bumbler is self-promotional
and is in a personal crisis. All
coworkers know about this personal
crisis.

However: Bumbler hurts himself
with these personal problems. Also,
Bumbler believes his personal
problems makes him look appealing.
Gives him the Florence Nightingale
state, and Bumbler is happy.
However: Director is concerned
about productivity, so Bumbler will
fail.

You: I turn off all that stuff here.
That stuff does not enter into here.
Limit your phone calls about this
subject to two a day. If you must,
call from another location.

However: To Director, you are a
working machine. You are not a
human. And, Director does not care
about...
~ the wonderful things you did for
Director in the past.
~ the times you sacrificed for
Director.

Director only cares about the
mistakes you made in the past. Your
past sacrifices are minimal, and are

Director takes your past sacrifices
the following way. Past sacrifices
are an indication. Probably, you will
sacrifice in the future. Therefore,
you have value to Director.

Watch out for...

Director: There has been a problem with Manager lately.

You bring this problem upon yourself by telling about lots of distracting problems from home. Also, do not posture.

Do not talk about home, life, and health crises. Be quiet about them!

As for health, reveal as little as necessary.

"I hardly talked with him" is no good

You: I hardly talked with him at all. Director will think you spilled the beans. Be more specific.

Opening up

If you tell your mistakes, Coworker is gracious and open up to you about her mistakes. Coworker is relieved you are saying your mistakes first.

Jerk uses his experience as an excuse for laziness

Jerk was supposed to research the project. Instead...

Jerk: I have long experience in the subject.

He is giving you preconceived thoughts regarding a fast-changing market.

Explaining

"I used this judgment"

You: I used this judgment. If my judgment was wrong, I regret my judgment. But, I gave my reasons. However: Try to give your judgment to Director early.

This assignment was buttoned up

This assignment was buttoned up.

"What I meant was..." better be good

How good is your...

You: What I meant was...

Frame

The mistake was an accident

You: I am sorry the mistake happened. But, I did not make the mistake with anything negative in mind.

"I was not thinking properly"

If you make a mistake -- became angry -- you are better off...

You: I was not thinking properly. I am sorry. I will not make that mistake again.

Told in anger

If Jerk speaks in great anger, he will upset you. What you want to hear is what Jerk is saying once he has calmed down. Reason: Jerk may not be the type who acts on emotion.

"I miscommunicated"

You say the wrong remark.

You: I miscommunicated. You are right.

Analysis

Objectively say why you lost

Can you objectively say why you lost? You like to think Jerk will learn. Often, he will bring up these problems again, and say...

Jerk: This time we are not going to go through that problem again.

Or, do you hear a torrent of excuses. You cannot count on improvement. Jerk blames.

Be self-aware.

Mess up because the issue is not important to you

You make a mistake about an issue.

Reason: The issue is not important to you.

Do not obsess, instead, write

When you keep rolling a problem over in your mind because the problem is bothering you, write your thoughts. Writing seems to settle the problem enough. Therefore, you do not dwell on the problem.

Determine why that problem occurred

When a sudden problem comes up, look at. Determine why the problem occurred. Previously, those seeds were sewn long.

Isolated vs. real -- decides

Determine what an isolated incident is and what a problem is really. Director can make sudden shifts in procedure based on isolated incidents. Director gets upset, and suddenly Good Coworker has to go through four extra steps she would not have before. Some percentage will be confused. Hopefully the percentage is 1 out of 500. Jerk must stand up.

Jerk: We should have zero tolerance for this behavior!

Jerk does zip...but he read one book on excellence 10 years ago, and he still quotes the book.

Ongoing problems have inattention in the wrong areas

When there is an ongoing problem there is always inattention in the right area, and attention in the wrong. Your problem is not there.

Perspective

Lets you show your character

You will make mistakes, and mistakes build character.

Coworker will look and see how you respond to this mess you have gotten yourself into.

Helps if you learned

Ask yourself.

You think: Did I learn?

You will not make that mistake again.

The mistake has been developmental

You can regret your mistake, but the mistake has been developmental.

You needed to be at that level. Then, you got to this level. Ten years from now, you could regret things you should be doing now and do not do.

Let adversity strengthen you

You are undeterred. A problem strengthens you. A problem toughens you. A problem makes you perform and react quicker, sharper, and better.

You are measured by how you handle adversity

Nobody will measure your life by the breaks you got. Coworker is more interested in how you handled tough situations.

Tell yourself, "I am not going to keep handling this adversity"

You think: I cannot do that activity. I will take my lumps now for what is going on, but I cannot perpetuate the situation.

You end up spending time trying prevent problems.

Complaints are better than silence

If you are in trouble, as long as Jerk is complaining you might have a chance. However: When Jerk stops complaining, he is looking for

another solution

Being down

You are vulnerable to criticism when you are down, looking to try to achieve some success.

Jerk: Nobody goes for that solution. That solution is wrong.

Rarely is Jerk right. You may need to modify what you are doing, but keep your center and do not listen to these jerks.

Redoing lets you fix small things

There can be a problem with an assignment. Example: The assignment has to be redone. Fix the smaller problems you would have had to put up with. You can lessen the sting of the big problem.

Inconvenience leads to improvement

You do not want these inconveniences. Often, inconvenience is how we improve.

Do not dwell on mistakes

Do not dwell on mistake. Talk little about your mistake. Make progress.

Problems are good

If there are not problems, Director does not need you. Problems are your friend. The worse the problem, the more Director needs you.

Disasters can be good

A disaster is good if...

- 1) not of your making
- 2) do not negatively impact your company or those close.

Come into that situation and improve things. Improving a disaster is better than Director is happy with the way things are, but there is always room for growth.

Look on the bright side

Want Coworker who looks on the bright side, not think that every problem is the worst thing she ever had to endure. How Coworker looks and talks indicates what she is in about in three minutes.

Do not stay mad, but want a system

Do not remain mad, but you want a system. This system prevents these problems.

Seeing the same mistakes made over and over is what bugs you.

Figure a way the mistake will not happen again

When you get in trouble, find a system. Figure a way the mistake will not happen again.

This problem is actually good, because...

This problem is actually good, because _____.

You learned

You made a mistake. Good.

Reason: You learn a lesson.

Adding up

When the tide turns against you, beware

When the tide starts turning, beware.

All the little problems you did not worry about before magnify.

You: I did not notice that problem before, but...

Mistakes come back to haunt you

The problem is: A mistake is realized later. The mistake is realized only days later, when you cannot go back and change the past. At the time there were only good things coming out of the past. Think ahead to the consequences as you are

doing everything. Consider how you would be if this mistake happened.

Soon, your activity becomes second nature. You will not put yourself into these trick bags. And, such mistakes become fewer and fewer. Also, do not have to mess with the cover-up, which fails.

Small waste equates with poor judgment

Director gets more upset about \$10 waste than \$1,000 waste.

Comeback

Come back with new resolve

Go away and come back with new resolve.

The comeback

Jerk hears about your setbacks and...

Jerk thinks: Oh boy, Manager made a major mistake. Manager will not recover.

However: You can recover. You might not recover today or tomorrow, and all those efforts then will look like a desperate scramble (try not to, by the way). Contain the problem. Say positive things. For example...

You: We are considering having another baby.

You are not cutting back. Keep quiet about your internal qualms and tirades and insecurities and worries.

Jerk is watching to see how you react. Coming back shows your strength. You do not need to come back at the same pay scale, etc.

Show the following: You are still in the game. You cannot be discounted. Reason: You have a

character. Also, each assignment has its unique rewards. Therefore, demonstrate the following: You appreciate the assignment -- looking on the bright side.

You think: I am glad to be working -
- not out on the streets.

Show why the past does not matter

With Company, if you have a point of bad behavior, have a dramatic thing to say...

You think: I reached my cutoff point.

You have gone straight. However: You cannot be judged by all that previous bad behavior.

You will come back stronger

You might have you down for a little while, but beware. You always come back stronger than ever.

Change your heart

What is required is a change of heart, not of words. If you fall into a problem in Company, then come around.

No repeats

Will not go through same thing twice

Do not expect you to go through the same problem twice. You make that mistake the first time, and no amount of "Oh, this problem is different" will change you. Then, you capitulate and you may make the same mistake twice, but you never make the mistake three times.

No repeated problems

Let him up easy. You do not like...

1) repeated problems

2) what repeated problems say about the future.

"I know what is right, because I have

done everything wrong"

You: Listen to me about what is right, because I have done everything wrong.

Hopefully not twice

Once you have passed through this crisis once...

You: I am not going through that crisis again.

Sometimes, Company agrees. Also, you can more easily define what could happen.

You: In my experience with Company...

Why repeat bad habits

When you do that bad habit again, think about that bad habit.

Determine why you keep doing this bad habit.

Reject bad habits

Reason: You will remain in the game longer.

Stop drinking

You are with Coworker. Do not say what you think.

Do not speak with Coworker after having more than one glass of alcohol. Reason: When you drink, you will tell your secrets. Also, you lose your look of control. You lose credibility. You lose all those wonderful things you built up over the years.

Launch

And, then the project is launched

Mostly, you are too busy either attending to what you put off or to the next campaign to worry about the launch.

Review

Layperson's criticism does not make better

A layperson can watch anyone work and say there are three things wrong with the way that person is working. But, the layperson is not better at that assignment. Being able to find fault, and even to show a better alternative, does not make Jerk better. Reason: Jerk's idea was not been tested in the marketplace.

However: Jerk's opinion does not create projects. Get out there and create projects. Take constructive criticism from Director, and perform, modify or ignore as you see fit. But, be glad to get your ads out there. When you do, you have an advantage over the millions of experts who never created and completed a single project. Jerk says creating a project would be easy to do. However: He still has not created a project.

Director

Good qualities	Bad qualities
direct	beats around bush
appreciates skills	indifferent
moody	
flighty	
opinion changed by conditions (such as bad traffic)	
assumes you understand	concerned you do
easy to read	impossible
lets you work	continually asks and hounds
wants to make progress	cannot make decisions
rational	irrational
changes mind	fairly consistent throughout project
final decision maker	part of the chain of decisions [need to discuss the pass along/cannot recognize process]
recognizes he is not in charge	in denial over it

Are not alone with changes and abuse

Too often, Developer stops because of all the changes and abuse being heaped on her. But, developers have had to endure this abuse for thousands of years. Developer is not the first one who gets 90% of her creation redone, and she will not be the last. But in the end, she can still say this statement:

Developer: I got that assignment done. And, we are

getting strong results.

Criticism from Jerk who calls himself a writer

You will tend to find most copy criticism comes from Jerk.
Reason: He considers himself a writer.

Get stuck to make an ally

When reviewing, tell Director one small problem you have with the project. Often, you will get Director to go off on a tangent helping you there. Interestingly, you will magically tie Director in more to the whole project, and she will feel more positive about the project.

Handling revisions

You create a project. Director does not like one part of the project. The reaction should not be...

Bumbler: No! The project is ruined now.

Instead...

You: Oh, we can make that change. Let us make that change, because we will complete the project faster.

When your project keeps getting eaten away, you finally speak up. Then, you have ammo.

You: I agreed with quite a few changes. I am cooperative. I suggest the fundamental effectiveness of the project is being harmed. I ask you to put that factor into your decision.

Also, with this positive casualness, Director tends to take her eyes off you after awhile.

You think: Director is agreeable, so things are copasetic, so we do not need to review as much.

You can put forth what you think will get strong results.

Reducing conflict reduces wariness which increases the quality of your creation.

Identify easy criticisms

Identify Jerk's easy criticisms/cheap shots.

Jerk: The writer is a hack.

Yes, and the writer sells 100,000 copies every time.

Readers seem to enjoy this stuff writer simply "hacks" out.

You are not the problem

Show the project to five people, and you will get five different opinions and five sets of changes.

~ Some barely touched the project.

~ Some criticized the project.

Therefore, Bad Director is the problem. Now what are we going to do about Bad Director.

Leave hidden space

Leave space for changes. Hide the space. So, when Director wants to include in an item, you can include that item.

You are progressing with the project, but you have a problem. There is an empty space.

You think: I do not need to fill this space. Instead, I will keep this space. Then, Director will want an additional item, and I will place that item into this space.

Preparation

Drawing out visuals, or just typing up creations.

Perseverance

In fact, your ability to make progress in spite of all this abuse being thrown on you is the true hidden test. Jerk is surprised. Jerk could not go on after that abuse. Jerk could not have taken 1/10th of that abuse.

Present laid out plans

Present a laid out plan. Reason: Director can understand the plan better. However, you can get Director riled because she thinks you put too much time into the plan. Therefore...

You: This plan is logical. Therefore, we made faster progress.

Bad Director proves his brilliance

Bad Director proves how smart he is. His character will not change. Be glad you can grow. He is a prisoner.

Bad Director destroys copy

Just as any jackass can knock a building down, he can easily destroy your copy. Every paragraph, sentence, can be ruined by Bad Director. And, if your copy is reviewed by several bad directors, you are left with several problems.

A visual idea gets Director to approve

Example: You are presenting five creations to Director. The two without visuals will never be chosen. Throw them away. Director likes seeing visual ideas. Also, do not

believe you need to get the visuals illustrated or photographed at this time. Director can get the idea in a rough outline, and she does not like anything more because you refined outline.

What is the review

The review comes when Director -- an authority figure -- examines your copy. The review can be an good experience.

When Bad Director is terrible writer

Bad Director is a terrible writer. Answers:

1) Show true acting skills:

You: Bad Director is an excellent writer.

You then get the leeway to revise a little. If you ridicule Director's copy, you will anger him.

Director hates reviewing

Director wants to treat copy like a roman emperor. Thumbs up or thumbs down. Director does not want to get into the constructive portions of the plan. However, Director needs to participate with you -- if her vision is to come out. The last thing Director wants to mess with is copy. She has other things. Unfortunately, making copy changes is difficult. Revising is mind taxing. Much could be directed at you personally, so you are walking on eggshells.

Your interchange with Director

Start of the meeting...

You: I am making sure I am going in the right direction.

You have a copy and Director has a copy. You follow along with Director as she reads.

Be glad to have Director

Be glad to have Director. One reason: You can define Director for Developer and Seller.

You: Director needs to wait a few days.

You: Director is concerned about this issue.

Instead of saying you are upset...

You: Director asked me questions about this issue.

Director is happy. Reason: You make Director look powerful.

Avoid multiple approvals

Your assignment is reviewed by Director and President. Therefore, you have a problem Reason: Director does not judge your assignment. Instead, Director listens to President. Reason: Director became a director because he cooperates with President.

Multiple approvals do not improve your project. Company has too many reviewers. Probably, Company will fail. One reason: Multiple reviews prevent developers from completing assignments.

Bad Director hates you. Reason: Bad Director wants to impress President. But, President may disagree with Bad Director's assessment. Bad Director wants to retain his job. Therefore, Bad Director does few civilities. Director believes inactivity helps him succeed in Company. Bad Director wants President to assess your project before Bad Director assesses your project. Reason: Director can agree with President. If Bad Director reviews your project first, Director is indifferent. Reason: Bad Director is waiting for President's review. Bad Director can say...
Bad Director: I agree with President. I disliked your project.

Indicator that Director is bad: His judgment is inconsistent. Sometimes, Bad Director likes the color red. Sometimes, Bad Director dislikes the color red. Bad Director is influenced by President's opinion.

Solution: Participate with President first. Do not give your project to President, because that angers Bad Director. Instead, summarize the project for the President.

You: Do you like my summary?

President: Perhaps, but I must review complete project.

If President disliked your Project he would say he

You: OK. I need Bad Director's assessment first.

Later...

You to Bad Director: I have good news for you. I spoke with President, and I gave the President a summary of the project. The President likes the assignment.

Now, Bad Director likes your project.

Bad Director hates you. Reason: You spoke with the President. However, you have few alternatives, because

Company chose Bad Director. Bumbler obeys Bad Director. Bad Director blames Bumbler for problems, and Bumbler is fired. Instead, you talk with President about your projects, so she likes your projects. Possibly, President fires Bad Director.

Probably, the Board is not smarter than President, and President is not smarter than Director, and Director is not smarter than Other Department Manager, and Other Department Manager is not smarter than you. However, Company forces approvals by several authorities, because previously, some employees won battles for power. You want the following arrangement: One authority approves, and you proceed. Therefore, you start a quiet battle.

Authorities want to review, because they want to show their value to Company. Reviewing is easy, and the authorities want to do easy activities. They do not want to develop, because developing is difficult. Therefore, they battle to become authorities in Company.

Overcoming a basic mistake

Director reviews your assignment. Director discovers you're [safe].

Director: Our phone number is wrong.
You have a problem.

Director reviews your project.

Director: You forgot to include some basic information.
Our company name is not on this project.

You: I will correct my mistake.

Acknowledge your mistake. Do not be defensive.

Director: I do not want to review this project. Give the project to me after you correct your mistake.

You: I could do that. But, we have deadlines. Could you review the remainder of the project. I made a mistake, and I will correct that mistake. But, we could have a bigger problem if we disrupt our timeline.

You put Director into a /bind/. Good. Reason:

Development is difficult, and review is easy. Director pretends his review is difficult, but he is wrong. If Director forces a delay, you may miss the deadline. If the project fails, Director's argument is weak.

Director: I was shocked, because Manager did not have the company name on the project. I chose to /ignore/ the project until the name was added.

Director appears ridiculous. He allowed the project to fail because of a minor factor. Overall, Bad Director demands that employees serve him. Instead, Bad Director should help complete the project. Later, smart President will recognize that Bad Director is worthless.

Lesson: The project is more important than the Director. The deadline is more important than the Director.

Good Reviewer makes few changes

Developer presents assignment to Reviewer. Bad Reviewer makes many changes, and Good Reviewer makes few changes. Reason: Good Reviewer trusts Developer. If Developer is bad, perhaps Reviewer must become Developer.

04 Selling

Presenting [Presentation]

Before

Predicting the meeting

State ahead of time how you think the meeting will go, and what the reactions will be. Write your prediction down -- five short little statements about what will happen. If your record is good in this regard, you are great Manager. However: If things are continually going the other way, go back three spaces and determine what is happening. Accurately predict how Coworker will react.

Have necessary coworkers in a meeting.

Before holding the meeting, talk to unnecessary Coworker.

You to unnecessary Coworker: I suggest the following: You make progress with assignments. I will meet with Coworkers. You are lucky. Reason: You will accomplish.

Prepare for conversations

Only about one of seven conversations you prepare you for occur.

Size up situations in advance

You walk into a situation...you have sized up the issue in advance.

Predict what Director will say

You: I can bet what Director will say.

One hour prior

Overestimate your lateness

You will be late. Over-estimate how much. 1) Do not need to call again. 2) You are early on the late.

Who and what will set the tone?

The question is who will set the mood.

Start

Do not go overboard immediately with the alliance

How should you become an ally. Do not go overboard immediately, like with new Director. Err on the side of caution. Do not immediately make her your Business Friend. You are better off discovering each other.

Beware of the instant friendship routine. Bumbler believes he succeeded. However: Probably, Director comes away with a negative belief-- once all the compliments have worn off.

Director thinks: He is too friendly -- too smooth.

Sameness is fineness

When you go into a meeting, all coworkers have the yellow notepad. All would rather be the same -- to not stand out --than to be different. All would rather be safer.

Be calm.

Do not be nervous. Reason: Director cares about director. Director cares about project. Director does not care about you. So, focus on helping director. Focus on launching project. Focus on serving company. You will not be nervous.

You worry about the presentation.

You think: will Director fire me?

During

Be serious

Have the courage of your convictions. Your recommendation is to be serious in your presentations. Normally, you are Manager with a

good sense of humor, but with your copy, you are serious. If you do not, Jerk is more likely to attack your copy.

Good Expert will not hesitate through a diagnosis and recommendation. Good Expert will tell you her concerns and the risk with the procedure, but she will not handle your concerns lightly.

Developer does not gain respect. Reason: She does not demand respect. She does not exude the need for respect.

The person does not matter. The solution matters. Jerk does not know what he is doing. He excels at throwing tantrums in order to get his way. Meanwhile, Good Developer fails miserably at the review process. Good Developer contradicts. Reason: Jerk can convince, but he cannot create.

Do not muse in meetings

Meetings are not for musing, for coming up with sudden big ideas.

Raise an objection before Jerk does

You lessens the impact and lets you cast the issue in a positive light. If Jerk does bring up the issue there can be the following belief.

You: We already went over that issue.

How well can you dance

Part is a dance, and wants to see how well you dance.

Put your hands behind you.

Director shows you a delicate item. Place your hands behind your back. You show you will not touch the item. You avoid an awkward moment.

Stay on subject

Stay on the subject and make progress.

Jerk wants to get off subject, because the subject is naughty.

Early

Know the drift early in meeting

Be able to say in an early meeting...

You think: What will Director want?

Then, answer the question yourself.

You think: Director will want ABC and 123.

One hour after

Make edits right afterward

Make Director's edits quickly. Otherwise, you will forget parts.

"Here is the one nobody thinks you will like"

The way your idea is presented, you can say. Here is the one nobody thinks you will go for. You will increase the likelihood of Prospect approving the idea by about 25%. Reason: Nobody likes to be thought of as having limited capacity.

"I am glad you asked that question"

You: I am glad you asked that question.

Saying "I am glad you asked that question" adds to your sell.

"If the assignment is not done my way the assignment is wrong"

You did not do the assignment as Jerk wanted. Therefore, he believes the assignment has to be wrong. Funny thing: Jerk's presentation expertise ipso facto makes his assignment the best. He would seem to have two different skills...two distinct character sets. If you put the country's best salesman and best writer into a room, they would be pretty easy to tell apart. Yet in advertising, the /sharpest/ clothes can be considered the best copywriter. Reason: The judge does not know what he is doing. Jerk is impressed with the best project, rather than
~ judging for himself
~ letting the market decide.

A tough situation is your time to shine

Jerk thinks by giving you a particular question or putting you in a particular situation he has you. However: You will shine. Outsmart Jerk and have him running for cover.

Be able to predict reactions

You can accurately predict what Director's reaction will be. In about 70% business situations, you can, depending on what is being done. Example: Director likes you getting the assignment done early.

Ability to think on the spot

Rely on your ability to think on the spot.

Advantage of good presentation

A good presentation can gloss over some problems. Bad presentation can misconstrue/destroy some valid points.

Answer an issue before Director speaks

Answer an issue before Director speaks. Reason: If you say the issue first, there is less chance Director will bring the issue up. Reasons:

~ The issue has already been covered. There is nothing to discuss.

~ Director likes to discover things, and since you already revealed the issue, there is nothing to discuss.

~ You can put the issue in the proper context.

Anticipation is key. If you only remember things at the last minute, or even after, then change your ways. You will fix problems otherwise.

Example:

You: No way. I am not going to be the last one out, and coworkers saying, "Who was the last one out?" The new coworker.

You anticipate a possible problem, and get Coworker to identify.

Backpedaling in mid sentence

You must backpedal, and sometimes in mid sentence.

Reason: Director is giving you signals.

Jerk puts stock in who is doing the talking

Who is speaking means a lot to Director. You watch a movie all coworkers like.

You think: This movie is not good.

The issue is: The group follows the members. The group is not self-perpetuating.

You: I do not think the movie is good. I will stand alone. I do not.

Jerk goes along.

Be indestructible

Be indestructible.

Be ready enough

Be ready enough when being ready is necessary.

Bring up examples toward Prospect's business.

You: This situation is like your business. Perhaps you have to...

By mail

The presentation is where the rubber hits the road.

Prospect sees the presentation, and you are there to answer her concerns, dodge bullets, and lead her to the right decision.

This book does not discuss putting on the suit, and practicing what you will say in front of a mirror. No. Your capabilities make all that stuff unnecessary.

Narrowly define when an alternative system can work. If you have small (1-30 employee) out-of-town customers, you can send Prospect your project. You do not need to present the presentation in person. Pack the presentation up and send the presentation to her.

Regarding presentations: Since you are producing the project, you get away with more.

Get Product to sell.

Prospect will fill in the blanks herself. She likes to digest the information. Prospect may give you a positive reaction at the time, but she is uncomfortable showing her cards at that time. Prospect would prefer to look at your project alone or with Coworker, where they can discuss the project. Most of the ideas do not go down in flames. They start selling each other, and hold their convictions stronger.

Reason: You were not there selling.

Change your words in mid-sentence

Be able to change your words in mid-sentence. Change what you are saying based upon a sudden reaction from Coworker. Bid a hasty retreat, redirect.

Closing

What you do as a method will fail.

You will come back tomorrow method

You: I will come back tomorrow...let you decide.

Let the conversation flow. Look for an opportunity to get a decision then. You took the desperation out of you by saying you would be back tomorrow. Coworker focuses less on the process and more on the decision.

Then, come back right then looking for an answer, you take the desperation away from you -- you do not look so desperate for a yes.

Create buzz phrases

The key to presenting success is with analogy. You take an item from another world and apply the item here. Pick anything: Kitchen appliances.

- a. technology blender
- b. digital ice cube maker

But, do not use other buzz phrases. The more Jerk uses buzz phrases the stupider he is. Reason: Jerk gloms onto the phrases to look smart. Jerk demonstrates his lack of knowledge of/interest in/capacity to learn about what matters. Deep down Jerk is insecure about his capabilities, and he uses the new terms to overcompensate.

Dancing

Recognize the dance vs. the real thing.

Describe Coworker you are presenting

When you are presenting, you may want to describe the potential customer.

You: He is 35. And, he likes going outside. And, he has this problem.

Director is asking questions -- good

When Director asks questions she will probably agree.

Reason: She is drawn in to the solution.

Do not answer Jerk's questions if you do not want

Jerk: You did not answer my question.

You: Still, I gave my answer.

Jerk asks a question looking for some particular answer from you. When you do not give the answer, Jerk gets upset. Tough. You have the right to answer any way you want to. Retain your right.

Do not be empty handed with answers

Never be empty-handed. If you do not have the answer, tell some other information.

You: I do not know the answer, but I will find out for you. I do know...

Often, the conversation will change to what you change the conversation to.

Do not display wild desperation

Be peaceful. Jerk dislikes your peaceful behavior.

Do not do the "sign here"

You could be one of those who barges ahead.

Bumbler: You need my solution. You must commit. You are crazy not to approve.

Bumbler does not realize there are different ways to proceed. What is right for one is not for another.

Do not let Jerk take ownership of the criticism

Answer a problem before Jerk mentions the problem.

Reason: Jerk will like the following: He discovered the problem, and he will run with his discovery.

Jerk: I discovered the problem.

Hope for the following: Jerk accepts his discovery before Jerk conjures up these difficult questions. Jerk finds Jerk likes this: Jerk thought of this question, therefore owns the question, and wants to sink you because of his question.

Jerk will be able to say...

Jerk: I thought, "What about this issue?" Therefore, I asked Manager about this issue, and he did not have a good answer for me. I had a clue.

Jerk draws conclusions even if there is no reason to.

Do not predict reaction

Most often, do not make sweeping statements about how Director will react to what you are proposing.

Do not talk while Director is reading

Do not talk while Director is reading your assignment.

You: I have some things to tell you, but I will let you read the assignment first.

Explain the potential problems

Explain the problems with your project. Bad Director expects no problems. Good Director will appreciate your candor, and trust you more. You keep Good Director from having to do all the critical thinking in this area. Reason: You already have.

You want Director to approve your project. Therefore, bring up

~ the problems.

~ The challenges.

~ The big unknowns.

Talk about things Director has to do. Curiously, you will draw Director in all the more. The rally cry is starting.
Director: We must do that project.

Forewarning helps convince Director

Forewarn Director. If you tell Director too late, she is unlikely to approve your creation.

Give Director what she wants

You made your recommendation and Director does not approve your recommendation. Do not kill yourself over your recommendation.

Give your message different for different audiences

Give your message differently for different audiences.

Good one does not over-present

Do you...

~ under-present

~ over-present

Strike the right balance. Prospect can draw her own conclusions, and she thinks more of you. However: Bumbler drives things at Prospect. Bumbler will turn Prospect off, she trusts Bumbler less, and he is through.

Great idea should have less presentation

You demonstrate the power of a great idea when you do not need to have all kinds of presentation around your idea.

Great man a privilege

When Jerk sits across from great source, he looks at great source as a real privilege. Jerk will give information to great source right there and then.

Jerk is influenced by those around him. He can change what he says based upon what you say. An odd word you use, he uses.

Impress the issue is not your presentation, but the content

Your fine presentation is not convincing the prospect. The content is convincing the prospect. However: Presentation is a huge issue.

Bumbler: I am going to be the best presenter you have ever seen.

Part of the magic is you let Prospect discover your warmth, intellect, soundness, and ability to be trusted.

Informative and exciting, not dragging and dragging

Determine where you fall on this spectrum.

Intense demeanor

Regarding your demeanor in a meeting:

Imply: I am listening exactly to what you are saying.

Do not be light. You are ready to get Director's advice, and have fewer rehearsed statements than responses to what she says. However: You anticipated about half of what Director will say, and...

~ you already determined your responses. Or...

~ you have already answered in some type of written form.

Judge for herself

Let Coworker judge for himself. Never tell him what to think, but aim everything in that direction. And, bring up an objection...so you can get the objection out of the way quickly.

You: I am asking you to decide...

Keep from turning against you

Display confidence about the project. When you have a factual error in your creation, say this statement:

You: I will fix that error.

Write what should be done. Watch out. Stay on top of the review. Director can easily start to sour on the creation and can begin eating away at your assignment like a piranha.

You fight. You may get beaten, but you are only truly defeated if you say Jerk is right when you believe he is not.

Your best answer is to say to Director...

You: I understand what you are looking for. Let me get what you are looking for to you.

Stay focused. If Director is correct, tell her so. You were brought around to Director's point. However: You will become extraneous if you collapse under Director's opinion.

Look on the bright side with the meeting

When you consider all the things, the discussion could have been...

Jerk: You simply do not have the solution.

Then, the meeting was extraordinarily good.

Make your presentations into non-presentations.

Merely show your project.

Nix negative beliefs

Jerk gets negative beliefs. Fight those beliefs. Once he

starts getting a notion, Jerk will stay with that notion.

No, have not gotten on building and yelled either

Seller: Have you tried advertising this way in the past?

You: No, and I also have not tried getting on top of this building and yelling.

Jerk: Have you ever ridden an ostrich?

You know what is coming.

You: No...

Imply: You know what Jerk is trying to say, and he is stupid to ask, and his statement does not matter.

Not evangelical

Do not be evangelical. Probably, being evangelical will bother Jerk. Instead, lay things out and let him get excited for himself.

Order presented

Go with your strongest two first, and your third strongest last.

Over-explaining

Jerk picks these easy subjects and behaves like he is explaining a complicated subject.

Play to an audience

You are always playing to an audience. You may have an audience of one. But, you will still give your best performance.

Present new ideas

You are not selling Prospect. You give Prospect ideas about opportunities you found exciting/intriguing.

Bad Seller: I tell Prospect about opportunities.

But, ask anyone who gets sold a lot...

You: Does Seller talk about helpful ideas, or does he imply, "Give me money."

Presentation, know what talking about

In a presentation, know what you are talking about. And, speak in Prospect's interest.

Reading responses

Stark no can become a yes.

If Director gives a stark...

Director: No.

Director is more likely to come around. Apathy is the enemy, not emotionally charged reactions. Probably, Jerk puts up initial defenses because he is such a pushover.

Recognize

Developer might present 14 creations, and five of those might deserve interest. Trust your judgment. Be thoughtful about your response.

Few coworkers have a problem deciding what they like and do not with ads. The most common problem for Jerk coming up with ideas is: Jerk is too safe. Or he sets the wrong tone. The ad passes with precious little notice and the ad does not get strong results.

Creating a great idea is difficult.
Carrying out a great idea is difficult.

Countless times, Company goes for that winning idea and goes off the deep end. Compare split-run advertising cannot help you much here. Reason: You cannot test every wild idea. Developer might present 14 creations, and five of those might merit your interest. Trust your judgment. Obviously, you cannot give you a set of rules to determine which to choose, but consider the following:

Which one...
Surprised you
Stated the problem best
Grabbed you
Was different
Was memorable a day later

Removing nervousness

There is no reason to be nervous. Reason: The issue is not about you, but about Director -- how you will help her.

What the issue means to you is inconsequential. Focus on helping Director. You are there because Director has some thought you can help, or otherwise you would not be there.

Show...

~ how you are uniquely qualified to help Director
~ you want to help Director
~ ideas to help Director.

Probably, you will say a stupid remark. Reason: You are in a situation where you should not say a stupid remark. Stay calm. The situation is bigger than you are.

Say the statement before Director says the statement

If you are citing an example from a movie, say this statement:

You: My statement is from a movie. I do not know how much weight information from a movie has, but...

If Jerk has not jumped you, proceed.

Say the statement differently

Being able to pull together other words is a big part of management. You cannot think of the name of the city a company is based in. You should know the name.

Bumbler: I am drawing a blank.

He opens himself up to...

Coworker: Bumbler did not even know that information. Instead, find alternative wording.

You: Do you often visit Company's headquarters?

Then, you hope the city name comes up in conversation.

Note: Another good conversationalist will detect you are missing this little point -- you are struggling. However:

All coworkers have that problem.

Good Coworker: In Houston?

Two coworkers are meeting one, and one does not remember the name. Business Friend should jump in and introduce, let the other say the name, and the first only gets a misdemeanor.

Say you want to communicate correctly

One way to present: You have this great idea, and you are worried you want to communicate correctly. Jerk will give you slack.

Select what to say

Much is a matter of selecting what you want to say. Take your creation, select what is important, and ignore much of the rest.

Spotting those not in on day to day

Jerk is not involved on a day-to-day basis with the project.

Therefore: He will exaggerate the amount of work he does.

Jerk convinces Coworker he is more involved than he is.

Talk about the one problem with the program, for credibility

Your overall program has more credibility if you can talk about one problem. This problem puts a blemish on the entire program. However: To Director, your problem

allows a probability factor or a human factor to come in. Also, Director empathizes.

You: We made a mistake in one part of the project. Director will not look at that part as a failure, or as a bad thing. You say this result could happen with that type of program. You draw Director in more.

Talk with Good Coworker, because you can open up to her. You can talk with her without first having to think if what you will say is appropriate or not. Good Coworker is your release. Then, you are ready to take on the corporate world.

You get in trouble for your overheard remarks. The best defense is...

You: People can overhear me, and they can misinterpret what I am saying.

Talk about your concerns

Be up front with Director about your primary concern with anything.

You: I would like to drop the price this first time. But, I have a fear: a fear you will want that price any time. Tell Director your fear, because she is compelled to allay your fear.

Director: Do not worry about that concern.

Tell Prospect to have high expectations

You: I want you to have only the highest expectations, because these are awesome.

The climate around a situation

You get a sense of the climate.

Negative opinions can increase.

Director agrees with Other Director. Therefore, if Other Director hates your project, Director agrees with Other Director. Therefore, proceed carefully.

Thinking on your feet

With some, thinking quickly is innate. But, anyone can learn to think quickly. You get yourself into situations where you must think on your feet.

Time to prepare

Leave enough time to prepare for presentations, even at the expense of content. Mistakes can kill you.

Tossing ball into Jerk's court

By developing ideas, you toss the ball into Jerk's court.

You: I am contributing.

When presenting, be in control of the project

Presentation

Be in control of your project. If you made progress each day, be happy. You will remember your project. But with other things, test yourself. Therefore, you are in command of your project. Write questions to yourself at the top. If you are not asked about parts of your project, good.

Reason: You can speak about those parts, to turn the conversation to a subject you want to cover.

Who is doing the presenting

Prospect's judgment about a project is made based on...

~ value of the project

~ who is talking

~ what her coworkers say

Will Jerk understand the difference?

Have a big thing on setup for the presentation.

Determine if Director will understand the difference.

Be clear. Be informative.

Let Director decide. Explain the negative aspects. Be realistic about projections. Provide options. Explain the situation. Give your assessment.

Provide facts. Give your assessment near the end. Give Director a safe option.

You do not have to be ready overnight

Calm down. Prospect is not going to make this big decision overnight, so we do not need to have everything overnight.

You will make a decision on this project

Director wants to decide things for herself. Therefore, say this statement:

You: You will make a decision on this project.

Make a statement like...

Bumbler: I have been in this market for a long time, and I have seen everything.

Bumbler is only trying to impress Director -- literally impress to her what he wants her to think.

Focus on Customer's problem

Bumbler: Customer gets upset if we discuss his problem. We must avoid that topic.

Bumbler is wrong, because Customer must acknowledge Customer's problem. Bumbler wants Customer's money, so Bumbler /deludes, codifies, entertains/ Customer. Instead, discuss the problem with the Customer. Show Customer solutions.

Bumbler avoids speaking about problems. Reason: Bumbler fears the following: Bumbler will be fired. Instead, speak about the problems nicely. Possibly, the problems will decrease. Bumbler lets the problems grow. Then, Company fails. Bumbler is not skilled at solving Company's problems. However, you are skill at solving Company's problems.

The presentation went badly

Director to you: Customer is angry about your presentation.

You: I gave this presentation many times. Other customer liked my presentation. Angry customer is unique. I will apologize to angry customer. Then, I will modify my presentation a little. However, we should not /abandon/ the presentation.

Probably, angry Customer gets angry frequently. Angry customer wants to disrupt. Do not let angry customer end your presentation. Use your experience Identify an angry customer as unique.

Director must decide: Should angry Customer /destroy/ the presentation? Probably, Director will continue the program. But, Director will criticize you. Later, Director will criticize angry Customer.

Reason: You have a conflict with angry Customer. You may win the conflict, but you will still be hurt.

Good Company overcomes obstacles

For example: You present idea to Customer.

Customer complains about your presentation.

Customer to Director: Manager acted too happy. I was uncomfortable.

Jerk uses this opportunity.

Jerk to Director: Company should fire Manager. I agree with Customer. Manager acts too happy.

Manager is not serious.
Director: I like Manager. However, Manager should be serious in a presentation.
Jerk tries a different approach.
Jerk: We should /eliminate/ Manager's program. I heard other complaints from customers.
Director: Which customers?
Jerk: These complaints were general.

Director: We keep Manager's program. However, we make the presentation more serious.

Good Director wants to make progress. Therefore, Good Director will modify a program. Jerk wants to stop you. Therefore, Jerk tries to disrupt your program.

Persuasion

"All I have to say" is not all

Coworker: All I have to say is...
Coworker has much to say.

"Here is a unique fact about me"

To receive rapt attention, start your sentence with...
You: I am one of the few you ever meet who...

"I am going to let all of you see the light"

You: I am going to sit back and let all of you coworkers slowly see the light.

You are spelling out the conflict, and all coworkers will each play a part. Coworker wants to be a part of this discussion. She has her skills tested. Coworker enjoys this discussion. She warms ever so slightly -- her participation warms her.

"I am sure you know this information, but..."

You: I am sure you know this information, but...

"I do not say this statement often"

You: I do not say this statement often.

"This idea is bigger than all of us"

You: The idea is bigger than all of us.

"Your statement is best"

You: Your statement is best.

A compliment you cannot beat. If you want to win Director over, make sure your next response starts with...

You: You made the right statement.

You: You talked about that issue some time ago.

Agreeing without changing thinking

Do not be so quick to change Coworker's way of thinking. Instead, get Coworker to agree and have your statement in line with her thinking.

Appeal to fairness

You appeal to Director's basic sense of fairness. Then, you see what happens.

Argue logically to the logical

Argue logically to the logical.

Ask questions to draw him out

Do not argue with Jerk. However: Get Jerk to respond if Jerk suddenly pulls the rug out.

You: You are changing your previous statement, right? Watch him dance.

Assess what the response will be

Assess what the response will be.

Avoid using the latest buzz terms

Avoid the latest company terms. Example: Repeatedly saying...

Bumbler: We are in a bootstrap operation.

Bumbler is too wrapped up in clever wording and to the knowledgeable makes you look phony.

Jerk is playing to what you want to hear

Discussion will be more strident when Jerk believes you cannot hear. Probably, Jerk's statement is not his true belief. Often, Jerk is playing to other.

Jerk knows what you are getting at.

Most of the time, Jerk knows what you are getting at.

When Jerk says he does not understand. One reason: Jerk does not like the direction you are going in. Perform with this knowledge. Change your direction.

Jerk may get mad, but good if get what want

Do not worry if Jerk gets mad at you. As long as you get what you think is right.

Jerk reconfirms what he already convinced himself

Jerk now has firmly established thoughts. When things start going badly for you, Jerk makes unfair statements about things. Reason: Jerk confirms what he is already convinced himself. Instead, swing the pendulum. You cannot improve your project incrementally. Make significant progress.

Be different in order to persuade

Using interesting words can help bring Coworker around to your way.

You: I will only call you again if I am throwing in the towel.

Coworker does not normally make this statement, so your statement sticks out in her mind, and no one can argue with your statement.

Be indirect

Director does not want to believe Coworker is saying negative things about her. Therefore, under no circumstances can you "be direct" with Director. Reason: Director will know you gave yourself "a license" to tell anybody.

Bumbler: And, I said this statement directly to him.

Bring around Director

You cannot shoot down what Director believes. Instead, bring Director around. From a marketing perspective, the best course is not one Director has been espousing, but the one you are into. If you take Director's orders at face value, and not apply your own marketing thought to Director's orders, you are only repeating what Director said. Director does not need you to repeat.

Bringing Coworker around

You know what to do, but Jerk wants to do exactly the opposite. Therefore, your greatest challenge is not to directly acquire new responses, but to get around Jerk.

Choose your reasons

Choose your reasons.

Cite references

Cite references in conversation. You are only quoting so and so.

Act with caution.

Stay quiet. Do not confront. Encourage unity. Talk about teamwork. If Jerk wants to win, then let Jerk win. One reason: You can change Coworker. Coworker can cooperate. Coworker can follow your guidance. Coworker can be positive. You slowly modify Coworker.

Coworker talks. You listen to Coworker. You care about Coworker. One reason: Coworker's performance affects your results. Therefore, listen to Coworker. Respond to Coworker. Then, change the subject.

You: Did the package arrive? We need that package for the project.

Coworker will not give attention, so sit quietly

Coworker is distracted. Therefore, you wait for her. Sit there quietly, and let her come back to you.

Coworker: Oh, go on.

Reason: Coworker was not paying attention to you. She cannot give you half attention. Probably...

Coworker thinks: I know what Manager is saying, I know what Manager will say.

Detect Coworker's behavior over the phone, too.

Also, when you do not get much reassurance from Coworker on the phone during your long speech, she is trying to get you to stop.

Deceiver is shallow

Deceiver has developed his convincing skills.

Unfortunately, Deceiver did not develop accomplishment skills.

Detect changes in expression

Be able to tell an instantaneous but subtle change of expression on Coworker's face.

Director warms up in the off hours

During the day, you are an annoyance. In the off hours, Director may warm to you.

Director will say his thoughts...through questions

Change the thinking to agree with you. Make Director believe she has considered factors. Ask Director questions.

Do not argue against Director's strong beliefs

Do not argue against Director's strongly held beliefs. Go around them. If you cannot, end the discussion.

Do not need a talent for talking Coworker into things

You do not need a given talent for talking Coworker into things.

Do not say going to convince person

Bumbler: I am going to convince you.

Do not say too much in making your point

If you try to hang too much onto the argument, extra in-between statements, you wreck the argument. You are on a tightrope walk.

Bumbler keeps talking. Therefore, Bumbler looks weak.

Instead, you are sure about the decision you made, you explained that decision, and you are on to the next subject.

Do not scrape together an argument

If you have a point, say your point. But, do not scrape together an argument.

Do not talk ancient history

Once time has passed, when Jerk wants to bring up this "ancient history," he looks petty, stuck in the past and vindictive. And, he is ready to make any trouble possible. If Jerk looks like he is not worried about telling you the truth so much as he is trying to impress you on the attack he wants to make on Coworker, this trouble for the attacker. But, you have to respond correctly.

Doodle your proposal for Prospect

If you explain a proposal to Prospect, doodle your proposal as you go. Also, use your hands to help Prospect pay attention. If you are told "two things," hold up your two fingers. Stay connected with Prospect. Staying connected indicates you are paying attention.

Expanding and contracting your point

Expand the view when necessary. Contract when necessary.

Explain your dilemma

You: I am hesitant to do this project with Coworker, because we have a sensitive dilemma. You see... Explain the dilemma thoughtfully. Coworker's sensitivities are a major factor. Coworker has her...

~ dignity
~ demand for respect
~ territory
~ position in Company
Bumbler: There is no time for these niceties. We must complete this project.

Also, when you bulldoze forward, and you require Director's help, you will fail.

Facing personal opinions

You face opinions all the time. Jerk has a view. He believes if he speaks strongly and forthrightly enough, he can label your project crummy in some way. One way is to start everything with...

You: Jerk's opinion is...

You anger Jerk. Reason: Jerk does not see his statement as another opinion. To Jerk, his words should be

~ yelled from the highest mountaintop.

~ carved in granite.

~ Printed in a news magazine.

You can calm your statement but still make your point.

You: Jerk's view is...

Flow the tough topics into the conversation

If you discuss a sensitive subject with Coworker, discuss the subject within the conversation. Wait for Coworker to bring up a similar subject, and then make your point. You put your point into the right perspective. You do not show you were festering over your point (although you were).

Use examples of coworkers who did a similar activity, and say how you felt.

Get Jerk to argue the alternative

Get Jerk to argue his alternative. He does not have a viable alternative. Jerk will say...

Jerk: I do not know. I just know we should no do your project.

Jerk's position is weak. Criticism is easy, but construction is difficult.

Getting Coworker to open up

You: I know you cannot say anything, but I understand...

About half the time Coworker will open up with you. If you sound like you are desperate, probably, Coworker will

decline.

Hold your cards

When you talk excessively about other coworkers and situations, Coworker will figure you said everything you know about the subject. Probably, she will be right.

However: When you show restraint...

- ~ She will figure you are dumb, which is not likely
- ~ She will not think about the subject, which is likely
- ~ She will think you know what is going on, but you do not tell others.

How you are

If you have crusading gifts, you have the power to get everybody behind your big idea and make a big splash. If you are mild mannered like most, give a reasonable presentation of your sound, cost-conscious, experiment.

Include Coworker in your presentation

The way to draw Coworker in: Ben Franklin talked about pennies...what did he say?

A penny saved is a penny earned.

Yes.

Coworker has taken some ownership of the presentation. Coworker now owns part of the presentation. Therefore, Coworker wants Director to choose your presentation.

368. Introduction to controlling the conversation.

/Need lots more on controlling conversation./

Keep defining the argument

Often, the argument is on the wrong subject. Define the situation continually, to keep the discussion progressing.

You: You disagree, but not to what we are discussing. We need to keep these separate.

Err on caution

Err on the side of caution.

No abstract questions

Do not answer abstract questions and issues.

Keep your point short

One great way to turn Director against your argument is to put together a long document. 1) Shows you do not have confidence, and will keep throwing things up to see what sticks.

Laugh makes Coworker warm to you

A laugh makes Coworker warm to you. He is inclined to accept.

Let Coworker state your objective.

Explain your objective in the terms of Coworker's occupation, Coworker recognizes.

Let us proceed to the next stage of discussion

You: What is going on should not be the subject of too much debate. I suggest we proceed to the next stage of this discussion. I do not think that part requires more hashing over.

Light touch at end of serious convincing assignment

Little take at end -- a...

You: Then, you will be great and will not ever want to mess with a loser like me.

You warm Coworker. She changes to more emotion, less using cold intellectual weighing, and pulls her in.

Little enthusiasm while explaining

Do not get overly excited while explaining a plan.

You, calmly: I recommend this plan. We try the plan and see what the market thinks.

Moving the discussion

Director is talking about Seller.

Director: Seller has to park the truck. What is he going to do?

He did not allow discussion about not parking the truck.

He moved the discussion to the how.

Persuasion

You: I was poor at getting across to you...

Point out what Jerk is doing

The best way to make your point is simply to state what Jerk is doing.

You: Tuesday, Jerk said blue was the correct color. Now Jerk says red is the correct color.

Let Jerk flop around like a fish with his responses.

Jerk: I did not know that information last week!

Let Jerk show what an incompetent he is. You do not need to get in the way. Your pointing out shows he is incompetent. The nice thing is, nobody will take you on.

Jerk will want to run away from this discussion. Probably, he will not ask questions like...

Jerk: Why are you taking that tone? Do you have a problem?

If Jerk does, you are getting an understanding. Therefore, you can do as ordered.

Power of suggestion

The way you go is the way Coworker will want to go in conversation.

Pull passion out of argument, put reason in

Be the one who pulls the passion out of the argument and applies the reason.

You: Getting hot about this topic is not going to help us find the solution. Let us step back and take a look at what is happening.

If you are fair and use good judgment, and identifying things Coworker finds reasonable, you will get the plan to the right way.

Question of degrees

We agree on that subject. The question is what degree we are talking about. Coworker has a requirement. Where would we put that requirement on the scale? Perhaps the requirement is super basic.

Rephrase -- make Director believe she is right

Find a fast way to make Director believe she is right.

Say the statement well for Coworker...before she does

If Coworker is on a tough course relating a problem she has -- summarize her statement well for her.

You: You did not have a choice.

Your statement relieves Coworker.

Coworker tells you a statement, such as a special recollection, do not brush her statement off with an "Anyway..." or switch the subject. Coworker's statement is important to Coworker. Make Coworker's statement important to you.

Say the odd behavior would be ludicrous

You: This issue will not be like some TV show, where the new coworker claims to know everything.

By recognizing the issue you show...

1) You are smart enough to know about those things.

- 2) You will not do this action.
- 3) You think such a thing is so silly and obviously wrong, you bring up the issue in conversation. You squelch the issue immediately.
- 4) You are up on TV, a way we all find identification. TV is based on conflict, and we have all seen these shows.

Say, "I gave this topic thought"

You: I gave this topic thought.

You help your argument by about 20%. You have weighed the issues.

Saying, "The following statement is awkward, but..." increases likelihood Director will approve

You: I will make an awkward statement.

You increase your chances of success. Director wants to be understanding of the awkwardness, and he likes the movie script appeal.

Self-deprecating is disarming

Often, discussion gets too hostile. You can get out of a bad situation by saying...

You: The biggest mistake is the following: You focus on me, and I do not know what I am talking about.

You are being self-deprecating. You said you do not know, so your statement cannot get much play.

Send the decision making up the line

If Bad Director blocks you from reaching the coworker who can give you a decision, make everyone know about your problem. You will not be able to reach the objective within the deadline.

Show obsession with harmless issues

Show obsession with a harmless issue. You keep Coworker off of anything else.

Silence means Director will not go along

Silence is an objection. If Director does not respond to your proposal, worry.

Sincerity thing

The sincerity thing

Summarize memorably

Summarize memorably. Get a skill at summarizing. Use colorful ways of speaking. Do not ignore Coworker's

speech pattern. Absorb Coworker's speech pattern.

Restate Coworker's statement beautifully.

Director should approve your summary, because you followed Top Director's objectives.

Take the position to the next level

Advance the argument. Obviously, Jerk does not care about his reputation. By moving to this higher level, you moved the argument. And, you insult Jerk. You said Jerk did not care about the consequences. Therefore, Jerk is forced to argue his point on that level, and not on the...

Bumbler: I was wronged.

Probably, he will say...

Director: I care about my reputation.

Director is fighting for her reputation, so she may say...

Director: I made my mistakes.

Take your time to make the point convincing

Take your time to make the point convincing. One reason: Communication is an art, and you are a communications artist. Artists take their time. Bumbler does not know art. He would look at Van Gogh's paintings and say...

Bumbler: All those globs of paint. Why did he waste? He is a bum.

The immediate response is a tip-off

Director's response speed indicates to you.

Director: No, I am not going to do that action.

Often, you learn the following: Director is prepared for that question, and while she would not ask the question herself, this response is firmly held. Director has been thinking about the question.

Timing about when you will get cooperation

Bumbler to Director: I am considering this product. But, I am not ready.

If you told Coworker what you are considering now, Director will approve now. Reason: You do not have parts together. Therefore, hold back.

Trying to get to do things

You are not simply working. You are trying to get Developer to do things. The process is different. Here is what you need.

Underestimate

Underestimate a number in a meeting to convince.

You: That activity must happen 10 times a year.

Director: More like 50 times.

You: 50?

Now Director is hooked. Reason: Director spoke the statement..

“I believe...”

Do not show your cards. Give yourself plenty of outs.

Even if you are almost certain, say this statement:

You: I believe...

Use Product's functions in your points

Judo the Product. For example, Company consults.

You: We are always telling Prospects to think outside of the box to grow. Perhaps we should think outside the box in this personnel situation.

Company does not want to practice the same great procedures they advise customers to do. Doing is too difficult!

Use sincerity wisely

Sincerity is one of your most powerful tools. Use sincerity for good, not evil.

Wait for the time to ask in an offhanded way

Wait until you can ask that question in an offhanded sort of way.

What will Director learn from Coworker?

Director has to learn in some way from Coworker, and you may need to discover how cooperative Coworker will be.

When Jerk makes an unrelated response

You lost Jerk. Reason: He fixates on an unrelated subject, and he speaks about the subject in the conversation. Look at that bumper sticker.

Win world over one coworker at a time

Convince one coworker at a time.

You win coworkers over one at a time. Personal appeals.

You got most, so be quiet

When you are talking with Jerk...

You think: Although Jerk rejects, we win anyway, because I already discussed the plan with Director, and she will still

approve the plan.

The point is: Decide quickly whether you gained ground or not, because you did -- because Bumbler will not ask Director to approve.

You: I talked with Jerk.

Therefore, smile, say...

You: Thank you.

Do not go for more. You risk losing what you achieved.

You have had trouble figuring out who to talk to

A great way to persuade Customer is to say this statement:

You: I have had trouble trying to persuade anyone your approach. But, I am convinced. And, now I am talking to Customer -- one person who can understand.

Your confidence with statement is 34%

Speak with confidence:

You: Most prospects say no.

Your confidence comprises about 35% of your effort. The soundness of your reasoning to Director makes up another big chunk.

Use Director's expertise to persuade Director

You need to persuade Director to approve your plan.

Before you develop the plan, talk with Director. Discuss your ideas for the plan. /notion – perhaps a similar word, not as strong as idea/. Tie those notions to Director's expertise. For example...

You: I am considering displaying our product every Tuesday for three months. Of course, you were store manager for many years. When did you display products?

Director: We displayed similar products during the weekend, and we succeeded.

Note: Display your products on the weekend if you believe doing this activity will succeed. If you believe displaying products on the weekend will fail...

You to Director: You displayed products when there were more customers in the store?

Director: Yes.

You: I should research the days that our stores have more customers.

This method is effective, because...

1. Director enjoys talking about his successes.

Therefore, Director feels good.

2. Director gives you her wisdom. You insert her wisdom into your plan.

3. Director thinks about putting your product into a special display. Probably, Director will approve. So, you persuaded Director. And, you did not write a plan yet.

Encourage Developer by speaking about Developer's past experience.

You: You understand this situation better than I do.

Reason: You worked for a construction company, and I did not. Therefore, tell me the proper activities.

Use Director's previous statement

You want to convince Director. Say the following statement:

You: Previously, you spoke about this subject. You said the following statement: "We must increase our responses." Now, I have an idea. This idea might increase our responses.

Use Director's previous statement. Reason: Director agrees with Director's previous statement. /Tie/ Director's statement to your idea. Reason this method is effective:

1. Director's favorite topic is Director.
2. You respect Director's orders.
3. You follow Director's plan.

Selling

Always selling

Understand how and how much Director is selling.

Do not sell

If Director believes you are selling, you will fail.

Do not push

If you believe what you are selling, do not push.

Pull back as you are selling

If you draw back as you are selling, you draw Director in more. And, Director wants to do business with you.

How could a salesperson sell against? Reason: Both of you putting your minds together.

Do not sell all the time

Bumbler is perpetually over-selling. He does not have to sell all the time. If he is a long-term ally, he does not need to be another chance to sell every chance. Unfairly or fairly, he is walking too close to that side. The customer is unhappy. Director will label Bumbler as sneaky and

manipulative

Enthusiasm equals selling

Enthusiasm goes a long way towards selling.

Get closer to sale if you get more questions

You get closer to the sale with Prospect if you are getting more questions. Prospect does not ask if she does not care to go on.

A salesperson, but not called a salesperson

You are a salesperson. But, you are never called a salesperson.

Do not go "by the book"

Do not say exactly what the books tell you to. Example: Ending a sentence with "...don't you agree?" is a typical smarmy sales tactic. If Customer identifies Bumbler's action, you lose credibility with her.

Stay in contact

Determine how you stay in contact with Customer so she thinks of you when she needs help.

Jerk has one big opportunity

The successful always have a number of things cooking. Often, Jerk who is on the way out has one big opportunity. He puts all his luck into his opportunity.

Worst salesperson

Say to prospects...

You: I am the world's worst salesperson.

05 Results

Credit

Give credit to Developer

Jerk: Developer listened to me, so we succeeded.

You: I listened to Developer, so we succeeded.

"You get the credit"

You: This plan was inspired by your words. You get the credit.

Why giving credit is effective:

- 1) You give Coworker the escape hatch.
- 2) Coworker believes you like her.
- 3) Coworker thinks she spoke wrong, and she does not

need to go into a big introspection (which would end up with Coworker being right and you being wrong).

4) You are not confrontational.

5) Coworker is unlikely to...

Coworker: What did I say wrong?

Reason: Coworker knows she stepped into a hole, and she does not want to go in any deeper.

Reporting

Introduction

Anything big will be reported afterwards

Anything big you will be reporting afterwards. Therefore, be nice. And, be extra good at being nice continually. You will know all the words you can pull up in order to get through this crisis.

Prepared

Ready with a report

Be always ready to give details about what you are doing and the progress.

"May I get right to my report?"

If you want to get right to your report...

You: Can I get right to my report?

The more powerful Director is, the more...

Director: Certainly. Get right to your report.

Speak out when asked

Jerk asks you a pointed question. You get the opportunity to speak your mind.

Director can choose how

"I can answer that question seven different ways"

You: I can give you about seven different answers to that question. I will choose one answer now.

Choose the short answer or long

You: I can give you the short answer or the long one. Which do you want?

Written report

Rely on written communication

Company could give two hoots about conversation between coworkers. Company wants documents.

Report contains miscellaneous notes

Write a report with "miscellaneous notes."

Bumbler writes complicated reports

Reason: Bumbler confuses Director. Director thinks: Bumbler's report is complicated. Therefore, Bumbler's report is valuable.

No emotion

Flat and unemotional

The solution to a political problem is to be straight about the political problem. Jerk wants to bring emotions and flailing in some way or another in order to derail the process. You are flat and unemotional about the problem. You are procedural, and not speaking behind anyone's back. You tell him what you wish to do before you act. You have the next step plotted out in your mind, and you say the next step to him.

You: If you are unable to complete this project, I am responsible for completing the project. Do you want me to speak to Director about this project?

Reason: I have to make the following information clear to him. This project cannot be done this way. Then, we have to determine how to do the project. Who should be responsible for that determination?

Be modest with good news

Do not brag about good news, attributing the good news to what you do not know. Be cool about the good news. Therefore, you need to see the response amount. You will get back to him on the news. Do not get wild about anything.

The record beats anger

Imply: Angry torment will not rule. Focus on the written record. Have a balanced review and assessment of the situation.

Keeping the humble routine

Do not give bad answers. Bad answers play into the hands of the question, but be more toward telling, in an entertaining way, what the actual situation is.

For example, be clear about what your life is like. You will not have to remember any poses. You will

always be consistent. You will have the same humble routine, and your routine is endearing. Director does not think you are better than Director.

No statement

Report without statement

Better to speak without statement. Then, you have maximum range when Jerk reacts differently than you think.

Do not speculate on motive

Do not let yourself be pulled into analyzing why Jerk does things. Do not speak about your analysis. Reason: Jerk will take the opportunity to decline you.

Do not speculate. You do not know why Jerk is doing this bad activity. You will not even guess, no.

Director: You know why Jerk is this way. Are you a mind reader?

Jerk: You are wrong about that horrible conclusion you drew. I drive my mother six hours every weekend to see my sick father.

You did not know that fact.

Jerk's activity is wrong, and depending on your circumstances, you can request the following: Jerk's activity stops.

Cannot say right now

"I have to check on that answer"

If you have a reasonable Coworker, diffuse a question...

You: I have to check that answer.

You are not cooking up a fast answer. That fast answer does not have credibility.

Say you cannot say rather than say possible wrong

Better to say...

You: I cannot tell you why.

You cannot always have an explanation for everything.

You: I wish I could help you, but I do not know.

You: This matter is complex.

"That activity will take some time"

That activity will take some time.

Learn how to lie back

Learn how to lay back. You cannot always be the one who is fighting.

Powers of patience

You think: I have my suspicions. Jerk could do the activity wrong, or he could do nothing. I am going to wait.

Your powers of patience are crucial, because if you make an accusation before you know,

1) You could be wrong.

2) He might come through with what he promised.

Therefore, you would be proven wrong. He attempts to make you look bad. Hmph. Therefore, let everything in your demeanor indicate what you believe, and let Coworker see the following: You know how to hold your tongue. Wait and see. Let him make an attempt. If you are asked...

You: Jerk has the assignment -- let me stay out of the way. I want to see this assignment done right. He has the assignment. If my moral support means anything, then he gets my moral support wholeheartedly. We are all on the same team.

Know only first hand

There are thousands of things you do not know because you do not know them first hand.

Exact

Tell exactly what you know

You take the open stance.

You: I recall being there.

Jerk: This occurrence happened.

Jerk uses his recollection to assail you.

Use exact numbers or down

Instead of rounding up, be exact or round down -- especially with Expert. The moment you exaggerate numbers even slightly, all of your numbers become questionable. Marketers are suspect anyway because we are known for manipulating. Do not manipulate. Take your

lumps.

Accuracy over exaggeration

Give up exaggeration. A reputation for accuracy carries weight.

Do not exaggerate

Beware of over-exaggerators. If Jerk cannot control what he says, do not put him in control of anything else.

Beware of Jerk when he exaggerates. Jerk shows a willingness to toss away the truth to make a point. Jerk exaggerates his stories but then is serious with business.

Be accurate.

You produce a report. Be accurate with the amounts. One reason: Jerk wants to criticize your reports. Therefore, Jerk looks for your mistakes. Do not give Jerk mistakes. Bumbler's report has /contains/ many mistakes. Bumbler's reputation /deteriorates/.

State the facts

Do not call him a liar, but you say the facts.

"For the record..."

When you are disagreeing with him, after two rounds you lose the disagreement. Be clear you will do what Jerk is asking for. In the next paragraph...
You: For the record...

But...no raw data

You might think Director wants raw data, but she rarely does. Summaries say...

You: You can have all the pages of information if you want them.

Simply stating the issue

"...but you asked me"

You give a reason. That reason is more against Jerk...

You to Jerk: I speak because you asked me. You gave me a direct question, so I will give you a direct answer.

You show a reluctance to participate in this bad situation.

"I am telling you as I saw the event."

You: I am not going to paint a perfect picture for you in order to sell you. I am going to tell you as I saw the event.

Not discounting concerns, telling what is happening

You: I am not discounting your concerns. I am telling you what is been happening here, what that procedure is.

The reporter

You are a reporter.

Real reason over a good reason

Do not have a good reason for everything. Have a real reason for everything. Rather than anything manufactured, Director wants to hear...

You: I was undecided. I could have gone either way. Finally, I had to make a decision.

Be up front and Director will be fair

Good Director will give you maximum range, how fair she will be with you, how much she will want to participate with you, if you are up front with her.

Results

Director ignores your mistakes.

Get strong results. One reason: Director ignores your mistakes.

Truth is in getting strong results

Success is a truth. Bumbler says the project is wrong for various reasons, but the truth lies in the success. The success counts.

Company can still decline.

You are getting strong results. Still, Company is declining. You will suffer, because Company suffers. Do not expect /happiness, benefits/. Instead, endure with Company. Help Company to succeed.

"I knew that result would occur"

You want to get strong results.

Jerk: I knew that result would occur.

The reactions you get from so many.

You: I learned most respondents are Martians.

Jerk: I knew that result would occur.

Hold this information, and realize Jerk's future opinions should not be trusted.

Beware Jerk with an explanation why

There is a problem. Beware of Jerk, because he always has an explanation for why the problem happened. Jerk's judgment is cockeyed, but he has strong abilities to conjure up a good reason for the problems he has gotten you into.

Never let Jerk lead you anywhere.

Conversion to sales

You cannot depend entirely on the results. You dwell on the results so much. Reason: Few coworkers care about getting strong results. But, you are ultimately looking for conversion to sales. You have an obstacle. You earn your pay. Sometimes, fewer responses from a source will result in a significantly higher number of sales. This source will smoke that other source. One reason: Only the more serious prospects responded from a particular source, and the other has too many tire kickers.

Jerk stands up and takes notice.

Jerk: All the responses from this source are a bunch of idiots. They are people working out of their garages. Instead of faulting...

~ the product

~ her sales efforts

Show Director these sources do not convert well into sales. But, these other sources do. Therefore, we will have fewer responses in the future, but we stand a much better chance of converting them into sales. Director will readily agree. Reason: Director does not want wasteful responses.

Count on numbers

Director tries to discount the numbers, but if they fell in half, he would have a heart attack.

Discover mistakes and alter strategy in early game

You make a mistake regarding how Director will respond.

Discover that mistake in the early stages. Then, the mistake can be cut or altered without much of a problem. You would like to have a rip snorting success with every effort, and the results are disappointing. Bumbler lets the mistake go on, and the situation is infinitely worse.

The project gets strong results, but Jerk does not like the project

Your project gets strong results. Then, Jerk says he still does not like the project. He looks bad.

Jerk's reaction to your strong results.

Jerk to Director: Manager did nothing. I got those strong results.

You are new Manager. Soon, you must get strong results. You get strong results. Therefore, Jerk hates you. Reason: Jerk likes failure.

Director recognizes a success as great plan

The great plan has already shown success. You will not often hear...

Director: We had a terrible plan. The whole execution stunk. And, the plan was a big success.

You will hear...

Director: They did everything right.

Therefore, do not show Director the idea and worry about what her response will be. Show her the early stages of success.

Jerk says the plan was easy to think of

One of the stranger experiences when you get strong results, and all gets settled, the also-rans in the operation take on...

Jerk: Anyone could have thought of that plan. That plan is so obvious.

Take Jerk on a trip down memory lane, to where things were when this plan started, and the directions Director was planning on then.

You: Three years ago, we had other ideas. We chose this plan, and the plan turned out to be an effective way.

You cannot let him win. Reason: Your silence makes his assertion fact.

No standard accomplishments

Nobody wants to hear about your "keeping the chair warm"

accomplishments. Nothing bad has happened. Good.

Nothing else will ever phase you

Be glad. You learn every situation. Nothing can faze you. You survived. The rest is almost nothing. Do not think you are stuck the whole career. Learn from this experience.

Jerk does not have accountability

The problem is: There is no accountability with statements like these. Jerk cannot be wrong.

You see a human behavior specialist (Deceiver) on TV talking about so and so and what he is thinking or doing. Morning TV news shows like having him on. When is he wrong? Therefore, if we cannot determine right and wrong, we need a different measure. Maybe then, the subject is: How well he presents the argument.

The psychologist does not have to get strong results. Therefore, he is well dressed. Reason: Jerk knows he must show credibility.

Scientist tries to get strong results. Therefore, Scientist is poorly dressed. Reason: Scientist knows the results will get the attention.

Quantitative says the results

You can get away with the qualitative excuse at the time.

You: I understand why that result occurred.

But, the issue is the quantitative when the review comes.

The qualitative goes out the window. Reason: Numbers are tallied up and summaries are made.

The response amount defines your next moves

When Director examines the response amount, she will make smart strategic decisions.

Reward follows successes

Reward follows your success. The reward should not go until you are well established.

Accept the response amount

Look at a politician. She either wins or loses the election. Success counts. Voters do not want to hear from a lost candidate. In the creative area, on the other hand, there is squirming. No, we did not get the responses back.

However: We won a Golden Ponytail award. Also, we must succeed, because we are showing the determination.

Solve a new problem

You succeeded for Company. Now, identify a new problem. Then, solve that problem. If Company does not have another problem, Company will fire you. Avoid letting Company fire you. Instead, participate with growing Company.

Solve new problems. One reason: You are not like Jerk. Jerk is desperate. Instead, get strong results. Be happy.

Studying "bad responses"

If salesperson says responses are no good, say you want Coworker to call a random assortment of the dead responses and see what happened. If you did your assignment right there is nothing to worry about. There is another reason for the problem. The problem can be isolated, then resolved.

The eloquent speech on the past

Jerk does not know anything until after the problem is resolved. Then, he will speak firmly and eloquently about why the problem occurred.

Why does Jerk want to stop a good thing?

The project has success. However: He wants to stop the project.

Jerk struggles with his criticism

Jerk criticized your creation. However: You got strong results. Jerk is annoyed. Your creation has so many of the mistakes he cited and yet the creation is such a success.
You: I agree with much of what you are saying.

Do not rip off yourself

Do not try to follow up your big success by imitating your success, doing a lame sequel. Make a different project.

We are where we should be

Jerk is the wrong when he says he is unhappy, and if a few things were fixed, he would be happy. There is a wide range of reasons he is in this state, and fixing these few things is not the solution. Mostly, coworkers are slotted where they should be.

Make few changes to Coworker's project.

You edit Coworker's project. The project is not yours.

Coworker owns the project. If Coworker's project is OK, make few changes. Bumbler makes many changes to Coworker's project. Coworker hates Bumbler. Instead, you respect Coworker's thinking.

Years ago, the big fast food restaurant sold cheeseburgers, but they weren't on the menu. You had to know to ask. Ed Brown.

Developer shows you the project. You are responsible for the project. If many changes are necessary, then make those changes. Reason: You are responsible.

Success brings new problems.

Company succeeds. Therefore, Company has new problems.

Jerk: Manager caused new problems.

Jerk wants you fired.

Probably, Company dislikes this success. Reason: Company understands weak results. Company is structured for mediocrity. Company wants quiet. Company prefers /boredom/.

Note: Failure is easy. Therefore, many employees want failure.

Director believes he cannot be creative

Here is the one thing he believes he cannot do: create advertising.

"I will not put my name on that project"

You: I will not put my name on that project.

I will not participate in that project.