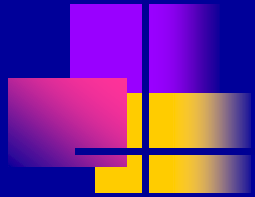


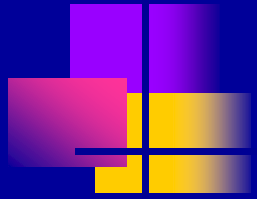
Your GPA and Reference from your former pastor or coach may get you your first job.

Success then depends on your performance and reputation for working well with others.



If you are a jerk,  
you'd better have a fantastic contributions for your  
company.

Otherwise people will quickly determine that you are  
more trouble than you are worth.

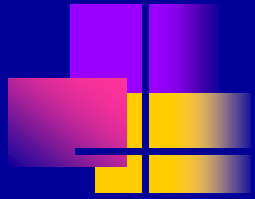


Most employees have multiple jobs and multiple roles.  
The lines of responsibility are “fuzzy” rather than sharp.  
Only a few people become successful focusing on a  
single aspect of their job.



Management or Research or Production  
are broad fields.

It is entirely possible to dislike  
some areas of your job  
and still have a career that thrills you.



Steal shamelessly in real life

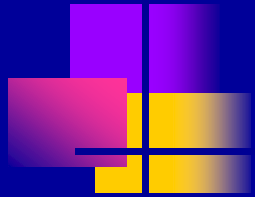
(not on homework or tests, however!)

We think we “have to keep our eyes on our own paper”  
and end up reinventing the wheel many times.

The most effective people

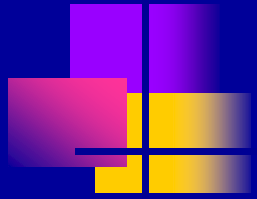
are the ones who look to see what is happening  
within their own organizations,

in other churches, companies, or in other industries  
and adapt it for their own area in the organization.

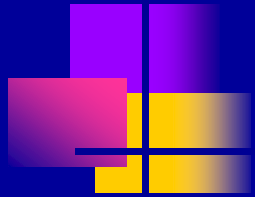


Don't assume anything.  
Be sure to clarify expectations up front –  
what does your leader want,  
what did your co-worker request,  
what are your team responsibilities.

Miscommunication results in lots of frustration  
on all sides.



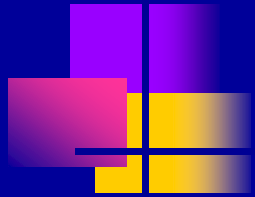
Embrace change.  
It's going to happen anyway.



If a new program or development is unsuccessful, it's usually because of poor understanding of the need, not because the technology was inappropriate.

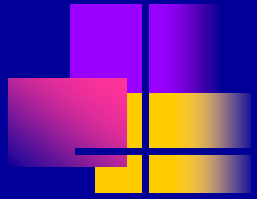
Don't just sit in your "ivory tower" and assume that **someone** has asked the important "program needs" questions.





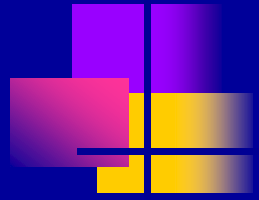
Give your ideas **value**  
by **acting** on them.

Nothing comes merely by thinking about it!  
Excellent ideas are not enough!



**Have the courage to  
face your faults**

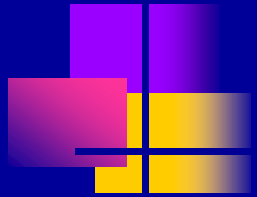
**Seek them out and  
correct them!**



Most **unsuccessful** leaders  
lack teamwork and communication skills.

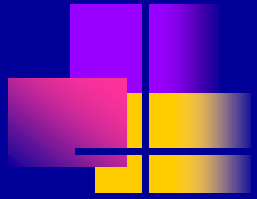
The soft stuff **IS** the hard stuff.

The most brilliant idea,  
if poorly communicated  
and without buy-in from  
critical stakeholders,  
will not be adopted.

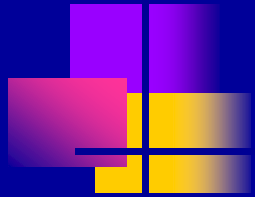


First impressions  
really do make a difference.

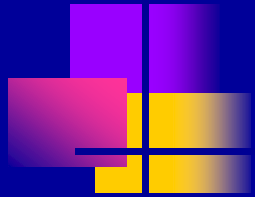
You only have one chance  
to make a first impression.



You only have one chance  
to make a first impression.



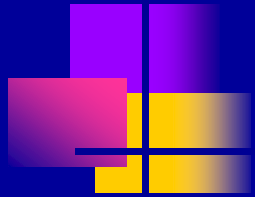
Short Range Decisions  
have a Greater and Opposite Reaction  
on the  
Long Range Results.



It's a lot harder to return to grad school  
after you start working  
than to go straight through.

Many people say they will return, but few do.

However, working students are often more motivated  
and have a better understanding  
of what they want to get out of their degree.

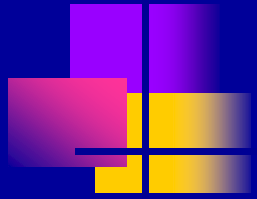


Don't gripe over grading or your performance review.

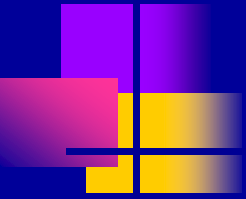
The few points you may gain  
may not be worth the ill will from professors and TA's.

Approach questions about grading or performance  
with a desire for understanding,  
not to see the other guy get points taken off.





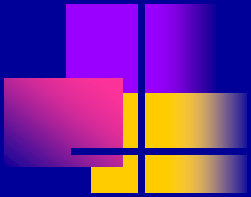
Don't burn any bridges.  
You never know who may be your boss someday.



There are two kinds of people who  
never amount to much:

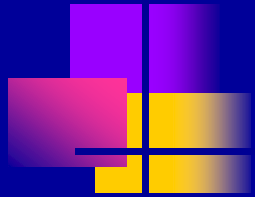
Those who can't do  
what they are told  
and

Those who can do  
nothing else.

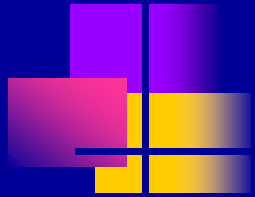


It's not uncommon for "A" students to end up working for "B" and "C" students.

Management and leadership truly does require a different skill set that may not be reflected in the GPA.



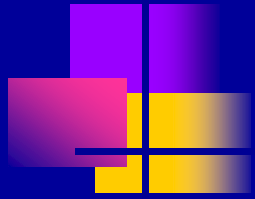
Inadequate housekeeping is an outward indication of inadequate supervision. It also indicates poor attitudes, the absence of discipline and responsibility and the lack of control over those things in your care.



One of the hardest things to do  
is to tell someone that their program is doomed.

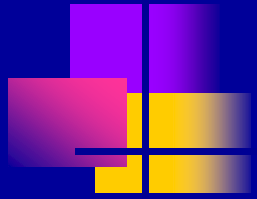
That's why so many bad programs last for years  
and build inertia that is difficult to stop.

If it looks like a dog, acts like a dog, and barks,  
it **IS** a dog...  
there's no need to wait for DNA testing.

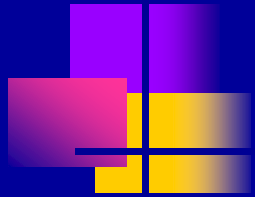


Surround yourself with people who will tell you the truth,  
especially as you gain more responsibility.  
And reward those who tell you the truth,  
even if the truth hurts.

Too often leaders don't like to hear bad news,  
and thus no one will tell them the truth.  
This spells disaster...  
your boss looks bad and you look bad.



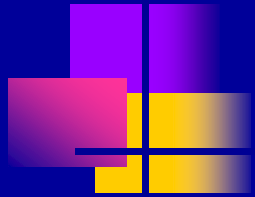
No matter how right you are,  
No matter how wrong the other person is,  
No matter how much evidence you have to prove it,  
You will never get another person to agree with you  
By arguing him or her down.



Everyone who is arrogant is  
an abomination to the Lord.

Proverbs 16:5a

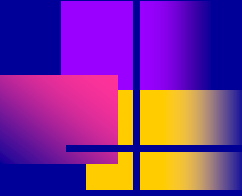




FEAR is the motive through which  
FORCE does its work.

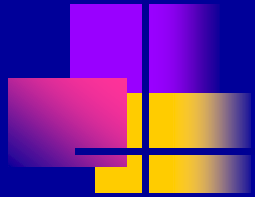
TRUST is the motive through which  
AUTHORITY does its work

AUTHORITY is conferred by those  
who accept it as valid.



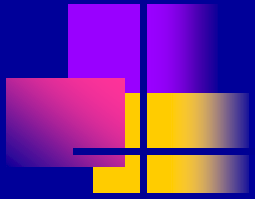
Don't avoid “unpopular” assignments like visitation coordinator, safety coordinator, or the project that has been attempted by ten other teams before you.

Approach it as a chance to demonstrate what enthusiastic commitment can accomplish where others have approached it as just a job to do.

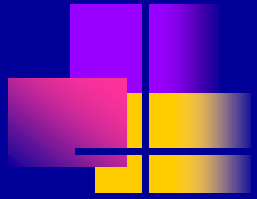


Once you leave the university or seminary,  
you are responsible for your own education  
and your own career development.  
The university experience is just the beginning  
of the educational process.

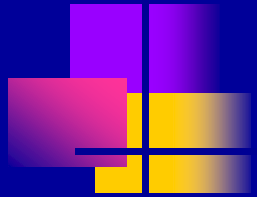
You no longer have an “adviser”  
unless you seek one out.



Few things help a person more than placing Responsibility on that person and getting the message across that you trust them to do it.

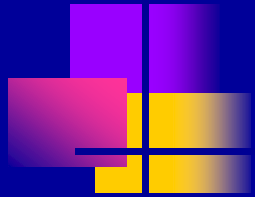


A person is about  
as big  
as the things that  
make him angry.



Temper is what gets  
most of us into  
TROUBLE.

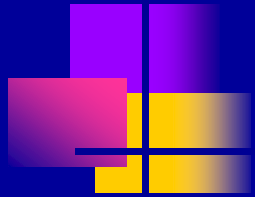
PRIDE  
is what keeps us there.



Know yourself, your goals, and what motivates you.  
Decide what sort of boundaries  
you will put around your work  
and how much you want to commit to it.

Otherwise, it can consume you.

These boundaries will and should change  
(grow and shrink) over time  
based on where you are in life.

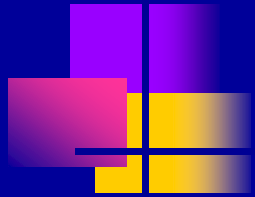


You will not be a senior pastor  
of a mega-church or president of the convention in ten years.  
If that is your goal, be patient or find a smaller church.  
Good people will not get opportunities they deserve,  
other people who seem undeserving will.

Learn to let it go,  
or you will retire as a very bitter person.

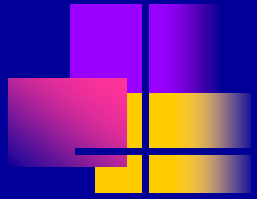
When your friends get recognized (even if **you** don't), they won't  
forget your sincere congratulations.



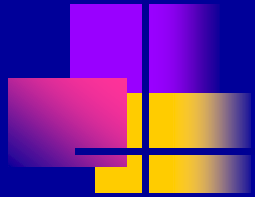


Most people will not minister in the same church  
for their entire career.

Many people will change career direction at least once.  
It is never too late to pursue your dream!

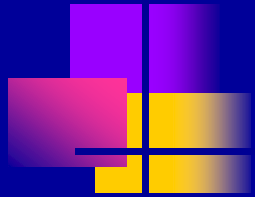


If you want things to prosper,  
Look after them constantly yourself.



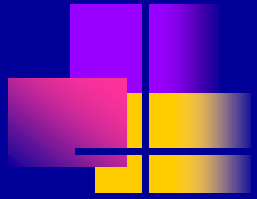
Anyone can do enough to get by.  
The real satisfaction in life come from  
knowing that you've set the highest  
possible standards for yourself and then  
lived up to them.

Blanche Hornbeck

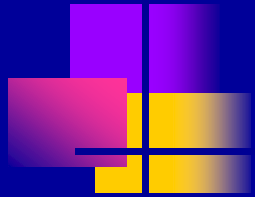


Ministry salaries can be very attractive,  
but it's not worth it if you don't enjoy it.

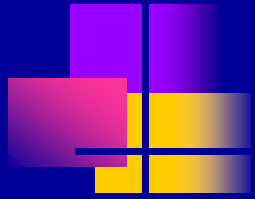
An extra semester or year seems like an eternity now,  
but it's nothing compared to 30 or 40 years  
doing something you hate.



You can lie (convincingly) with statistics.

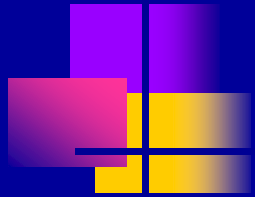


HIGH CALIBER  
does not mean  
BIG BORE  
when referring to  
people.



## ASK YOURSELF:

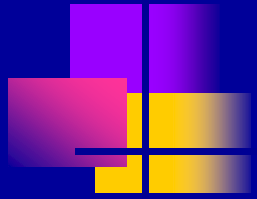
1. Did I do the job on time?
2. Did I ask the right questions at the right time?
3. Did I work well with others?
4. What skills did I lack that might have made the job easier?
5. Did I show ingenuity in solving the problems that came up?



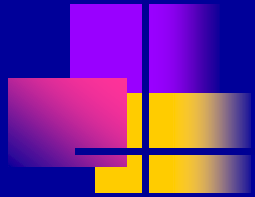
Ask what the people want/need, and listen.

It's amazing how many times  
we assume we know  
without bothering to ask.



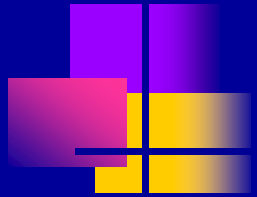


Real leaders should get rewarded  
for the futurity and irreversibility  
of the decisions they make

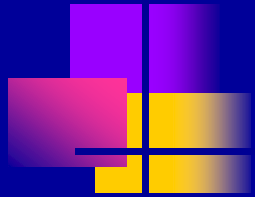


Smart people don't hesitate  
to ask questions and ask for help.

However, remember that supervisors prefer those  
who come to them with specific questions  
and possible solutions as opposed to  
"I'm stuck."

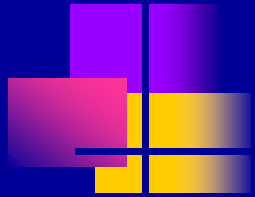


The FULL use of TODAY  
is the best preparation for  
TOMORROW

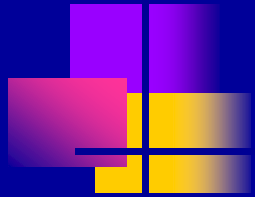


Only those who believe obey.  
Only those who obey, believe.  
These cannot be separated.

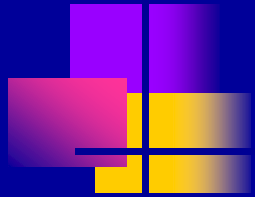
You WILL act according to your beliefs.



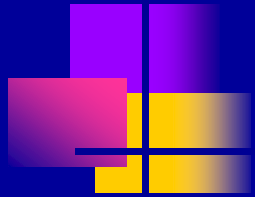
Ordinary members, secretaries, custodians,  
and support staff can make you or break you.  
They are some of your most important allies.



Don't start work with an attitude  
that as a newly minted graduate  
you know more than others  
(regardless of their positions)  
with 30 or more years or experience.



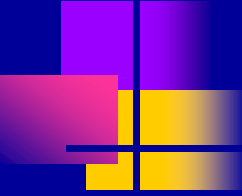
It is the things you do  
*when you don't have to*  
that makes all the  
difference  
*when it is too late!*



It ain't what we don't know that  
hurts us;  
It's what we know that ain't so!

Will Rogers

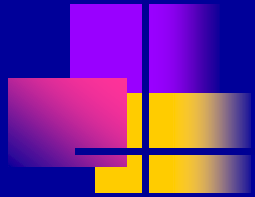




When you are given an assignment and you think you have finished it, consider this:

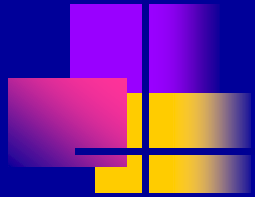
If you were the head of the organization, would you be willing to sign the document you have prepared and stand behind it?

If the answer is “No,” take it back, rework it! It is not yet completed.



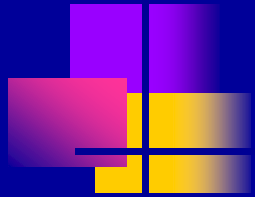
No one cares how much you know  
unless they know how much you care.

A genuine, sincere interest in people  
pays amazing dividends.



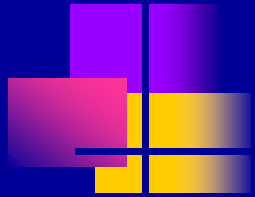
College is a time of exploration.  
Take advantage of it.

There is plenty of time to work.



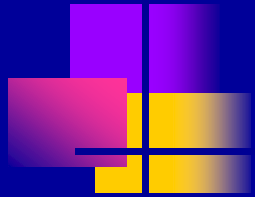
## No Planning leads to No Results

If you plan to do nothing  
you will probably accomplish just that.



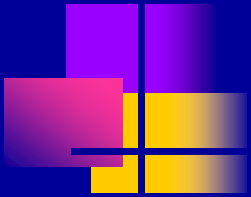
The best way to learn new material and to prepare for a test is to work problems. Lots of them. Don't just read the material. Write it out. Look things up. Studies suggest that we retain:

- ❖ 10 % of what we read
- ❖ 20% of what we hear
- ❖ 30% of what we see
- ❖ 50% of what we hear and see
- ❖ 70% of what we say and write
- ❖ 90% of what we say and do



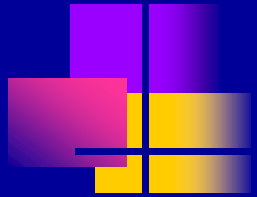
You can have it all,  
but you can't have it all at the same time.

Recognize that there are seasons of work,  
seasons of service,  
and seasons of family.



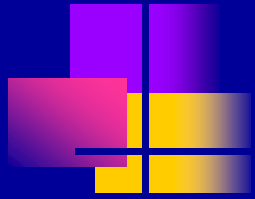
If you are starting a new job or career, then coordination with everything else that is happening is part of the job.

Standards, policies, projects already underway by other groups, survey data, what other businesses are doing, what data are available to implement a proposal, and timing.



If you don't have time to do it right,  
When will you have time to do it over?

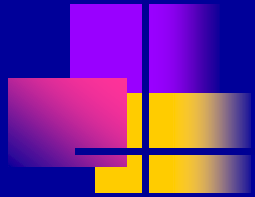




Do what you really enjoy.  
Sometimes you have to try several different things  
before you know what that is.

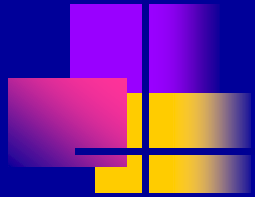
Knowing what you **DON'T** enjoy  
is equally as important  
as knowing what you **DO** enjoy.

A person rarely succeeds at anything  
unless he enjoys doing it.



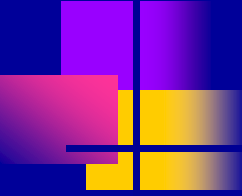
## Why doing a Thorough and Complete Job is Important.

- Chance to influence policy and trends of the organization.
- Avoids your getting a reputation of not being proactive.
- Avoids getting caught up in an operating mode of “fire fighting.”

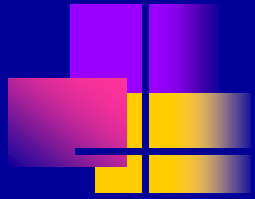


Listen to the people who do the hands-on work.  
Often they already know a better way,  
but can't get anyone to listen.

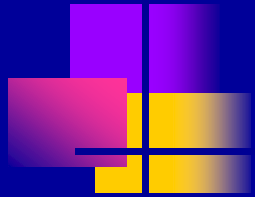
If an idea is implemented,  
be generous with the credit.



Human creativity cannot be  
ordered to produce a given result,  
But it can be stimulated by showing the  
direction in which it can do most good.



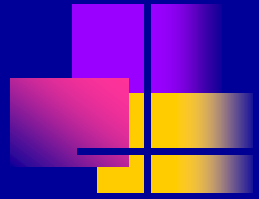
Job Expectations must be communicated that each person has the responsibility to make sure that his or her supervisor is not surprised, improperly briefed in advanced, nor lacks the expert opinion and recommendations of the staff to meet any situation or problem arising within their assigned field.



There are three types of people you will lead/supervise whether in a supervisor role at work or in a leader role in a community volunteer project.

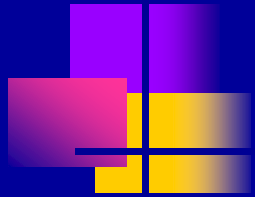
- For some people, you can tell them **WHAT** you want done (and it gets done);
- for some people, you can tell them **HOW** you want it done (and it gets done);
- and for some people, you can tell them how to do it **step-by-step** (and it may get done).

A good leader develops people to move them to the first group.



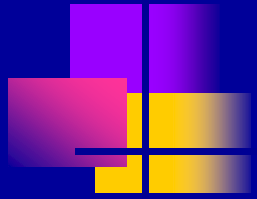
Don't be afraid to express humor and creativity  
in the workplace.

When done appropriately,  
it helps build a sense of community.

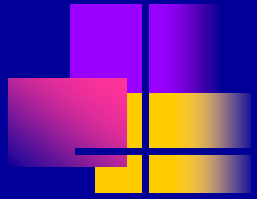


Unethical behavior  
will always be found out in the end.  
You are fooling yourself  
to think that you can get away with it.  
It is never right to do the wrong thing.



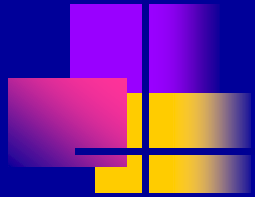


YOU GET WHAT YOU ACCEPT



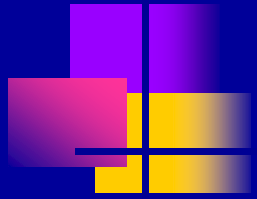
Helping others out with something you understand is the best way to get a reputation as an expert.

Don't hoard your knowledge.  
By sharing it, you are the one who gains!

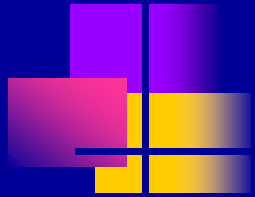


Develop a reputation  
as someone who can be counted on  
to get things done.

Once you get a reputation  
as someone who can't be counted on,  
it's difficult to shake.



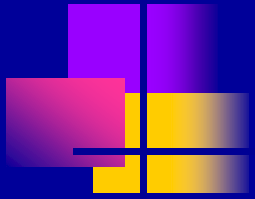
When arguing with a stupid person  
be sure that he or she isn't doing the  
same thing.



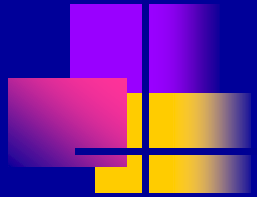
Start work on items that take a certain amount of time to mature or on items that others must work - then work on things that are less long range.

Prepare your work outside,  
get everything ready for you in the field;  
and after that build your house.

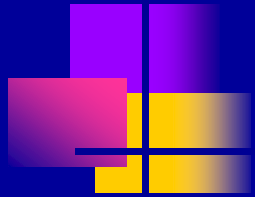
Proverbs 24:27



Hold people accountable, including yourself.



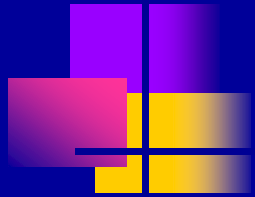
Are you spending  
or investing  
your time?



History or the “news” consists not of facts: Historians or “reporters” postulate what happened, and why it happened. Their opinions usually only reflect personal theories of social causation, which determine the facts they select as important.

Don't believe everything you read - check it out!



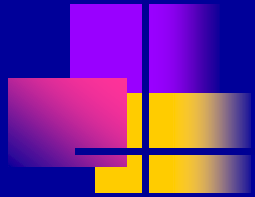


Everyone fears failure (even professors).

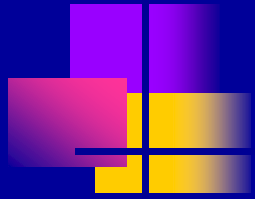
Some people are able to hide it  
more successfully than others.

Sometimes we procrastinate doing important things  
(like studying for a test or doing critical tasks)  
because the fear of failure is so overwhelming.

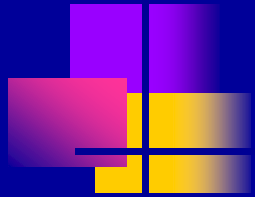
**Just start.** Take it one step at a time.  
And remember that while fear of failure  
can be a self-fulfilling prophecy,  
facing the fear is the first step to success.



Seize opportunities.  
If given the opportunity that excites you,  
give it your all.



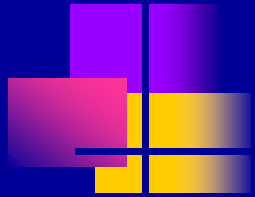
The price tag the world puts on us  
is just about identical the  
one we put on ourselves.



**Behind every behavior is a need.**

Many times people who are the most difficult to deal with are expressing a need for recognition, affirmation, or encouragement.

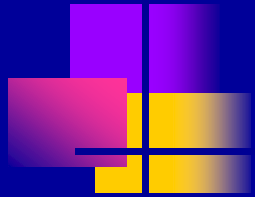
Instead of responding defensively, look for the reason behind their irritating behavior.



Keep it simple.

In developing a 12-week study course, instead of starting with 12 ideas and 4 interactions, **start with one idea and develop it.**

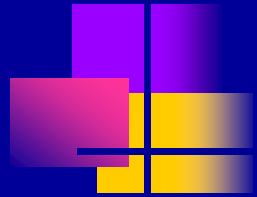
In a presentation, show only the information that will help you make your point (and have back-up slides with the excruciating details, just in case).



Every organization is a social system,  
a network of interpersonal relationships.

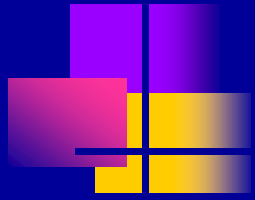
A person may do an excellent job by  
objective standards of measurement,  
but may fail miserably as a partner,  
subordinate, superior, or colleague.

It is common place that more people fail  
to be successful for personal reasons than  
for lack of knowledge about their field.



Likely, your new employer will have a firm idea about the way things ought to be done, so be prepared to be trained on the job.

Your responsibility is to show up with a good foundation in the basics and a willingness to learn.

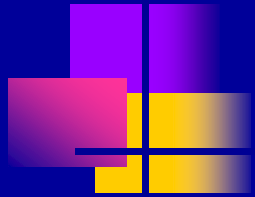


Never assume malice for what stupidity can explain.

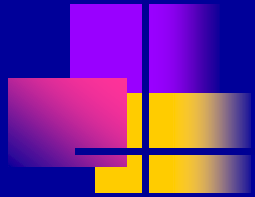
Never assume stupidity for what ignorance can explain.

Ignorance is a correctible condition --  
stupidity is much more difficult condition  
to change.





Every successful person I have  
heard of has done the  
best he could with  
conditions as he found them,  
and not waited until the  
next year for better conditions

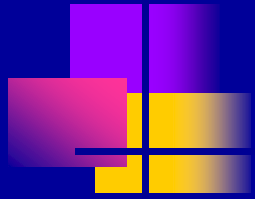


Never respond to electronic mail in anger.

While a blistering electronic response may be temporarily satisfying, it never helps the situation and has great potential to harm your career and damage working relationships.

Successful people find ways to work out differences.

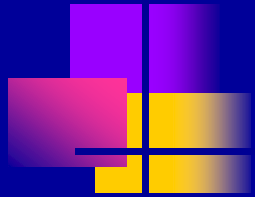
A phone call instead of an e-mail response is usually far more effective in resolving the situation.



Corollary: Never respond to **anything** in anger.

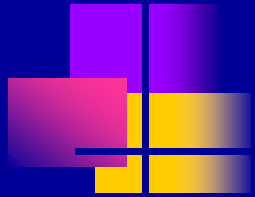
A blistering response may be temporarily satisfying, but it never helps the situation and has great potential to harm your career and damage working relationships.

Successful people find ways to work out differences. A conciliatory response is usually far more effective in resolving the situation.



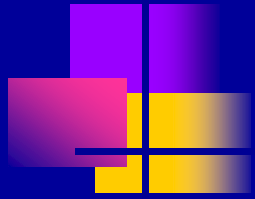
Work to understand the work/benefit behind ministry projects and the critical assumptions being made. Your assignment is to create spiritual value, not complete projects. Do the analysis ***before*** you start the project.

Don't assume that the value of the outcome is greater than the value of the work and resources required to produce the outcome!

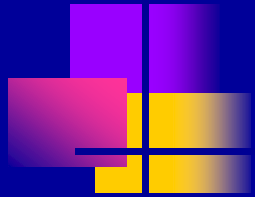


Don't hesitate to compliment a peer in the presence of your boss when it is obvious that one of your peers has done good work.

This builds teamwork, and your perceived ability to work with others is at least as important as your individual technical ability.

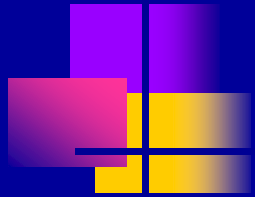


The test of a successful person is not  
an ability to eliminate all problems  
before they arise,  
but to meet and work out difficulties  
when they do arise.



Communicate project status (usually in writing) more frequently than you think necessary. Most people are very busy and don't remember the details of your project.

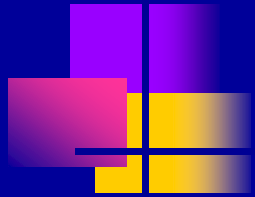
In addition, leaders tend to assume that if they don't hear anything from you, then nothing is getting done.



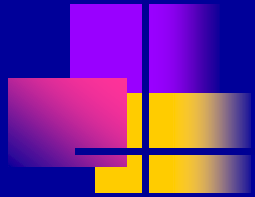
Keep a running list  
of “major accomplishments” during the year.  
It’s amazing how fuzzy that project  
you completed in January seems in December.

At the end of the year you’ll have more material  
than you need for your annual performance review.  
It also helps in keeping your resume up to date.



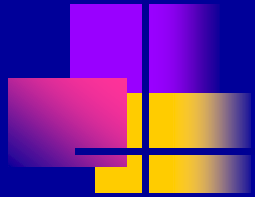


Develop a road map (a project plan)  
listing the 5-10 major steps  
that must be completed for each project.  
Then estimate the duration of each step.  
Finally, review it with an experienced co-worker.  
Chances are your co-worker  
will find steps you missed,  
and projects always take longer than you think!



When dealing with a difficult person,  
just think of him or her as  
“the irritating grain of sand that results in the pearl.”

Your people skills will be sharpened  
if you can successfully manage your interactions  
with this person.

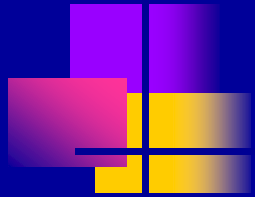


Work is not like school.

You **do not** have huge quantities of unstructured and uninterrupted time to do homework problems.

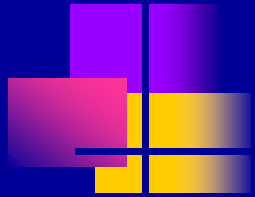
The percent of time you have to do actual "work" is frighteningly small.

Therefore, make the most of every spare moment to do what you are assigned to do.



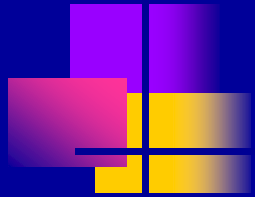
Carve out a couple of hours a week as “play” time.

Use that time to learn a new skill,  
meet a new coworker, try out a crazy idea,  
or advance a pet project.



There are very few bad employees  
(or church members).

There are some employees  
(or church members)  
with the wrong skills  
in the wrong job.

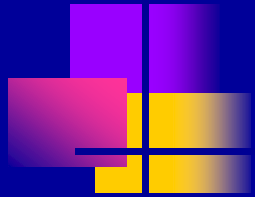


Set ambitious long-term goals  
and then take assignments and projects  
that lead you in that direction.

Revisit your long-term goals  
at the end of every major assignment and project.

**Repeat.**

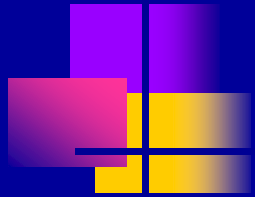
Think of each job as an investment in your future.



Recognize that there are always people in any organization who will:

- • Look for ways to avoid or even sabotage new ideas/projects
  - that involve them in some kind of change
  
- • Pay attention only to the exception comment or outlier data point
  - to “prove” that something won’t work
  
- • Not take time to understand or investigate new processes or systems before condemning them as “non-user friendly” or “unworkable”

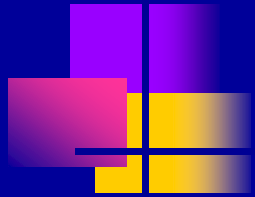
These people are **CHANGE AVERSE** and you will need to find ways to progress regardless of their protests as you tenaciously move ahead with your value-adding ideas. Don’t let them impede your progress.



Take time to grow your skills  
in how to challenge and disagree  
with another person's ideas,  
without sounding overly aggressive or personal.

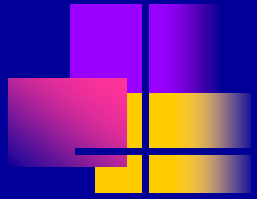
Too many times, by avoiding conflict,  
a problem festers and grows without check  
when it could have been corrected early.



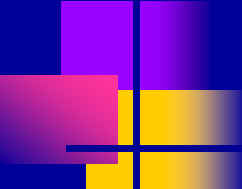


If you can't succinctly describe a need, opportunity or project goal in a few sentences, then you have not developed the thought properly in your own mind.

Take time to articulate and refine ideas so others can clearly understand you.



Remember that a problem requires three solutions –  
spiritual, economic, and emotional.



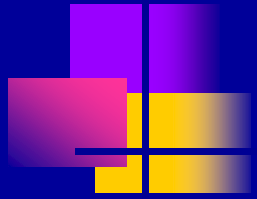
(a) It requires courage to persist in the pursuit of a challenging goal even when it becomes difficult.

(There is no free lunch.)

(b) It also requires courage to know when your skills are not well matched to achieve a challenging goal, and to change your goal.

(Don't order more than you can pay for.)

Wisdom comes in knowing when and whether to move from (a) to (b).



Never underestimate the value of  
**COMMON SENSE!**