



May 2005

Issue No.11 Volume I

# The Competitive Edge, Inc.



Photo by Hugh Foster

## “BE DARING, BE FIRST, BE DIFFERENT”

### LEADING WITH COURAGE!

*Courage is the ladder on which all other virtues mount.*

Clare Booth Luce

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I chose "Leading with Courage" as the topic for this newsletter after reading an excellent issue of *FastCompany* that was published in September 2004. The editors profiled a number of prominent people from many different walks of life who have acted courageously in response to real difficulties in their professional or personal lives. Some of the people highlighted included Senator John McCain, who endured a number of years as a POW of the Vietnam War, Ed Breen, who fired the board that hired him when he took over Tyco, explorers Ann Bancroft and Liv Arnesen who trekked across Antarctica, and shoe maker John Stollenwerk, who did not outsource his factory when the entire industry was moving to China. All of these people truly performed acts of courage. I can't help but think, however, that there is a distinct difference between acts of courage and living courageously.

"Courage is the art of being the only one who knows you're scared to death". Harold Wilson chose his words very well. John McCain states that "Courage is not the absence of fear, but the capacity to act despite our fears" and "You can live with pain. You can live with embarrassment. Remorse is an awful companion". Bill George, author of *Authentic Leadership*, concurs, providing insight into the two emotions that have a direct bearing on courageous living, fear and regret. Mr. George, former CEO of Medtronic, talks bluntly about the corruption that has been taking place in Corporate America. He attributes most of the wrongdoing to what he calls "the greed and selfishness that have dominated so

many executive suites and boardrooms for so long...The most pervasive problem isn't corruption but weakness and self-interest". Mr. George believes that everyone is born with an innate sense of valor and that most people do not exhibit this courage until they are tested.

Everyone will be tested at some point in his or her life. Michael Useem makes a very strong case for knowing yourself and your value system. "When you have to make a fast decision with significant stakes, you better know what you stand for because the temptation to violate your basic commitments in life can be large because of the stress of the moment". Surround yourself with people who are also willing and able to be courageous. Warren Bennis describes acts of heroism on the battlefield and defines courage as "a function of feeling part of a social fabric, of a network that's going to do something that has never been done before...Getting people to march behind your ideas takes courage". It also takes moral fortitude.

*FastCompany* summarizes it best when it asks these five thought provoking questions: 1. Do you have the courage to speak and hear the truth? 2. Do you have the courage to pursue lofty goals? 3. Do you have the courage to inspire? 4. Do you have the courage to impose discipline and make it stick? and 5. Do you have the courage to trust?

## CEI Update...

Congratulations to Judy who was honored at the TTI Winter Winners Conference by being given the first ever Lifetime Achievement Award. She was also recently appointed to the Board of Directors of the Women Looking Ahead News Magazine for the 2004-2006 term.

***The Journey—Quotes to Keep Your Boat Afloat*** by Judy Suiter, is now available. It is a collection of quotes that have inspired and guided Judy, both personally and professionally, through her life's journey.

We invite you to visit our recently revised website at [www.CompetitiveEdgeInc.com](http://www.CompetitiveEdgeInc.com), where we are now offering a new quick reference card for Values/Characteristics. The card, which is fully laminated for long lasting protection, outlines the passions, over extensions, and stressors associated with each of the six defined values as well as potential career choices and examples of each attitude. This is the one of the quick reference cards in our series. These cards are great tools to have handy at your desk or in your brief case. The cost per card is \$7.50. They can also be purchased by contacting our headquarters at 1-800-487-6460.

### CEI's Next Train the Trainer



July 6-8, 2005  
Peachtree City, GA

*"What separates the winners from the losers is how a person reacts to each new twist of fate" Donald Trump*

## Book Review

There are two books I would like to recommend this month. The first is ***How Full is Your Bucket*** by Tom Rath and Donald O. Clifton. This book is not meant to educate the capital asset professional nor is it meant to become the bible of the business world. It is written for the same audience that read *The One Minute Manager* and *Who Moved My Cheese?*. *How Full is your Bucket?* presents the concept that it is possible to interact positively in the business world to the benefit of the employer, the employee and the customer. It is packaged very well and presents a number of multimedia tools that can be introduced into the workplace for both the introduction of its concepts and the tracking of their impact on the organization. It can easily be read during an airplane flight. You may want to think about distributing it during a Leadership Seminar. It is affordable and can be used to foster positive and productive conversation.

It is not often that I get the opportunity to recommend a book written by a friend. Shirley Garret has written a marvelous book titled ***A tap water girl in a bottled water world***, and subtitled ***Reflections on belonging and believing***. **It is wonderful!** If you are a woman in your fifties or beyond, this is a wonderful way to spend an afternoon or a plane ride or any alone time you can muster. Shirley's journey down memory lane elicits warm and heartfelt responses from the reader. You find yourself remembering your parents, your siblings, your favorite aunt, your favorite teacher, your best friends, and the world events that shaped today's reality through young and innocent eyes. As Shirley moves through adulthood you are again reminded of first loves, first heartbreaks, first jobs, first houses, first marriages, and what measures success. You recognize the lessons that only life can teach you and find yourself, once again, trying to make heads or tails of the adventure. The only problem with this book is that it is too short!

## Profile of a CEI Strategic Partner

### SynQues, BV

Roy Ramdjanamsingh is founder and CEO of SynQues.

Based in The Netherlands, SynQues works very closely with Judy Suiter creating new ways to bring learning assessments to a wider audience. DISCOVERYMAP is a product Roy and Judy developed together and will be releasing soon.

SynQues specializes in the field of Recruitment, Consultancy, Training and Coaching and focuses on:

- Personal development;
- Preventing and eliminating conflicts;
- Identifying strengths and potential weaknesses;
- Insight into personal beliefs, values and behavior;
- Developing one's self-esteem;
- Developing self-management, so people will be able to better manage their own life with respect to job, career networks, health, etc. In short, their own professional and general development.

### *Did You Know That...*

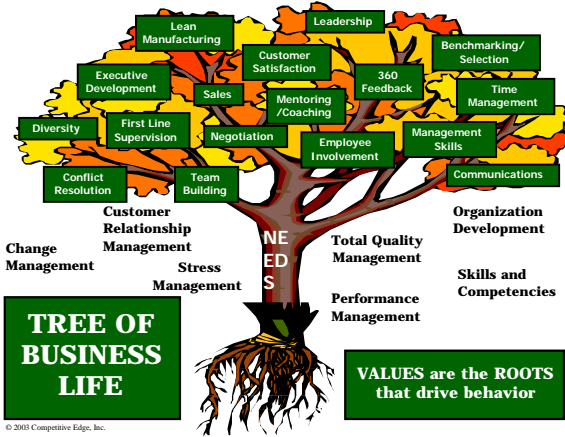
Here are few interesting and humorous facts about our past presidents...

1. George Washington was the only president to be unanimously elected.
2. Thomas Jefferson was the first president inaugurated in Washington D.C.
3. James Monroe had the White House painted white.
4. Martin Van Buren, one of the founders of the Democratic Party, was the first President born a US Citizen.
5. In 1840, William Harrison's supporters pushed a huge paper ball covered with campaign slogans from city to city. Hence the phrase "Keep the ball rolling".
6. John Tyler was the first President to be married in office. He sired 15 children.
7. Zachary Taylor never lived in one place long enough to register to vote. He voted for the first time when he was 62 years old.
8. When the Library of Congress burned in 1856, Millard Fillmore and his Cabinet helped fight the blaze.
9. Abraham Lincoln was the first President to receive a patent. He patented his floating drydock on May 22, 1949, Patent Number 6469.
10. While President, Ulysses S. Grant was arrested for speeding in his horse-drawn carriage.
11. Theodore Roosevelt was the first President to ride in both an airplane and an automobile.
12. Woodrow Wilson is the only President with a Ph.D.
13. Herbert Hoover was the first President to have a telephone on this desk.
14. Richard Nixon was the first President to visit all 50 states.
15. Gerald Ford pardoned "Tokyo Rose" in 1977.



## *Advice from the Edge* *The Tree of Business Life*

DISC and Values are the baseline for every service and product we provide. DISC is the discussion of behavior-based preferences for interacting with others, Dominance, Influence, Steadiness or Compliance. Values is the discussion of your personal motivators, those characteristics that define you and provide deeper understanding of your actions and reactions. The characteristics commonly discussed include Theoretical, Utilitarian, Aesthetic, Social, Individualistic, and Traditional. I have recently developed the next step in the presentation of DISC and Values into the practical work environment. I have called this concept **The Tree of Business Life**.



**The Tree of Business Life** demonstrates the application of DISC and Values to both the Project Management and Process Management responsibilities within the workplace. These are two business areas that may have overlapping tasks, but also have distinct purposes and deliverables. Each provides unique benefit to the business environment. Process Management describes all of the tasks and activities required to perform a specific business function, such as the “generation of paychecks” as an example. It is the definition of the process components, tasks, activities, personnel and environment that will participate in the successful completion of the specific task. Project Management discusses how the process is going to be defined, designed and implemented. It identifies the stakeholders, personnel, deliverables, tasks, and schedule that must be engaged to successfully implement the "process".

Going forward, we are going to dedicate this section of the newsletter to further discussion of the workplace components that comprise **The Tree of Business Life**. If you have specific questions or suggestions regarding this topic, please contact Judy at 770-487-6460.

## *Parting Thoughts...*

*Courage is that rare moment of unity between conscience, fear, and action, when something deep within strikes the flint of love, of honor, or duty, to make the spark that fires our resolve. It's the moment - however brief or singular - when we are our complete, best self, when we know with an almost metaphysical certainty that we are right.*

*- John McCain*