

The Best of ChangeWisdom

Unusual Quotes and Links for
Personal and Professional Change



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Foreword

Quite a few years ago, Strategic Development started adding quotes to our client emails. We tried to find wisdom from less traditional sources and go outside the quote box a bit.

Cindy Stratton, who has worked here since the Truman administration, jumped at the chance to take on the project. And a good thing, too, since she's my only employee.

Over the next three or four years, she issued brilliant quotes and linkages to related resources on e-mail almost every day. We attracted several newspaper articles and a small but devoted pack of raving fans. People wrote in astonished at how the quote of the day was eerily the exact right message they needed to hear. We were even accused of being psychics, but we already knew they were going to say that.

After a while, when our workload was near the breaking point, we cut back to once a week. And as our interests changed, we shelved the quotes altogether.

Still, we kept them tucked away on hard drive. Here they all are, arranged by subject. Please note that while links were verified during May of 2007, links change all the time and some may be gone.

Enjoy! And thanks to all the nice folks who encouraged us to publish this collection.

George Smart
Managing Partner
Strategic Development, Inc.
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ACTION

Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.

~ Peter F. Drucker ~

For a piece on critical reflection, visit:

<http://www.nwlink.com/~donclark/hrd/development/reflection.html>

"Unless a capacity for thinking be accompanied by a capacity for action, a superior mind exists in torture."

~Benedetto Croce~

For an article on moving from idea to implementation, visit:

<http://www.fastcompany.com/online/35/ideas.html>

"It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality."

~ Harold S. Geneen ~

"The most efficient way to live reasonably is every morning to make a plan of one's day and every night to examine the results obtained."

~ Alexis Carrel (1873 - 1944) US surgeon, biologist ~

"It is not good enough for things to be planned - they still have to be done; for the intention to become a reality, energy has to be launched into operation."

~ Pir Vilayat Inayat Khan, Western Sufi Master, teacher ~

For a piece on the integrating business and operational plans, visit:

http://www.lazarusconsulting.com/company/hot_topics/index.html

"Our spontaneous action is always the best. You cannot, with your best deliberation and heed, come so close to any question as your spontaneous glance shall bring you."

~Ralph Waldo Emerson~

For information on Quick Question/Answer and High Thinktank methods to

encourage reflexive mental imagery, visit: <http://winwenger.com/htt.htm>
<http://www.colorado.edu/slhs/spectrum/wholeis.htm>

"Iron rusts from disuse, stagnant water loses its purity and in cold weather becomes frozen; even so does inaction sap the vigors of the mind."
~Leonardo Da Vinci~

"There is a vitality, a life force, an energy, a quickening, that is translated through you into action, and because there is only one of you in all of time, this expression is unique. And if you block it, it will never exist through any other medium, and be lost. The world will not have it. It is not your business to determine how good it is, nor how valuable, nor how it compares with other expressions. It is your business to keep it yours clearly and directly, to keep the channel open."
~Martha Graham~

"I find the great thing in this world is not so much where we stand, as in what direction we are moving: to reach the port of heaven, we must sail sometimes with the wind and sometimes against it, but we must sail, and not drift, nor lie at anchor."
~ Oliver Wendell Holmes ~

For a piece on choosing your direction, visit:
http://www.lifechallenges.org/create/bloom_c.html

ADVERSITY

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."
~Abraham Lincoln~

"Every difficulty slurred over will be a ghost to disturb your repose later on."
~Frederic Chopin~

"The tendency to whining and complaining may be taken as the surest sign of little souls and inferior intellects."

~ Lord Jeffrey ~

For a piece on turning a culture of complaint into an agenda for change, visit:
<http://www.fastcompany.com/online/46/complain.html>

"I've encountered many defeats. Without defeats, how do you really know who the hell you are? If you never had to stand up to something, to get up, to be knocked down, to get up again, life can walk over you wearing football cleats. But each time you do get up, you're bigger, taller, finer, more beautiful, more kind, more understanding, more loving. Each time you get up, you're more inclusive. More people can stand under your umbrella."

~ Maya Angelou ~

"I've always found a gift hidden in every adversity. That doesn't make adversity any easier; it only makes it more meaningful."

~Dan Millman~

"It is one of man's curious idiosyncrasies to create difficulties for the pleasure of resolving them."

~Joseph de Maistre~

Do you tend to glorify the struggles in life? Visit "Say Goodbye to Struggle" at: <http://www.mhmail.com/articles/SayingGood.html>

"No amount of falls will really undo us if we keep on picking ourselves up each time. We shall of course be very muddy and tattered children by the time we reach home. But the bathrooms are all ready, the towels put out, and the clean clothes in the airing cupboard. The only fatal thing is to lose one's temper and give it up. It is when we notice the dirt that God is most present in us: it is the very sign of his presence."

~C.S. Lewis~

AGE

"Of all the self-fulfilling prophecies in our culture, the assumption that aging means decline and poor health is probably the deadliest."

~Marilyn Ferguson~

"Old age is like everything else. To make a success of it, you've got to start young."
~ Fred Astaire ~

For a piece on centenarians and the secrets to longevity, visit:
<http://my.webmd.com/content/article/1728.60053>

"I think all this talk about age is foolish. Every time I'm one year older, everyone else is too."
~ Gloria Swanson ~

For facts about age discrimination from the U.S. Equal Employment Opportunity Commission, visit:
<http://www.eeoc.gov/facts/age.html>

"Such to me is the new image of aging; growth in self, and service for all mankind."
~ Ethel Percy Andrus (1884-1967) US social activist ~.

"Perhaps middle-age is, or should be, a period of shedding shells; the shell of ambition, the shell of material accumulations and possessions, the shell of the ego."
~ Anne Morrow Lindbergh, US writer ~

For a series of columns on issues facing mid-lifers in both their professional and personal lives, visit:
<http://www.bestyears.com/columns.html>

"I think on-stage nudity is disgusting, shameful and damaging to all things American. But if I were 22 with a great body, it would be artistic, tasteful, patriotic and a progressive religious experience."
~ Shelley Winters ~

"The young man who has not wept is a savage, and the old man who will not laugh is a fool."
~George Santayana~

"You are so young, my son, and, as the years go by, time will change and even reverse many of your present opinions. Refrain therefore awhile from setting yourself up as judge of the highest."

~Plato~

"My generation, faced as it grew with a choice between religious belief and existential despair, chose marijuana. Now we are in our Cabernet stage."

~Peggy Noonan, speech writer for presidents Reagan and Bush, 1996~

"To hold the same views at forty as we held at twenty is to have been stupefied for a score of years, and take rank, not as a prophet, but as an unteachable brat, well birched and none the wiser."

~Robert Louis Stevenson~

"There are two barriers that often prevent communication between the young and their elders. The first is middle-aged forgetfulness of the fact that they themselves are no longer young. The second is youthful ignorance of the fact that the middle aged are still alive."

~ Jessamyn West ~

For a piece on running a successful business with a multigenerational workforce, visit:

http://www.workforcedevelopmentgroup.com/news_twenty.html

"The lessons of the past are ignored and obliterated in a contemporary antagonism known as the generation gap."

~Spiro T. Agnew~

For an article on how to help workers from different generations stop colliding and start collaborating, visit:

<http://www.fastcompany.com/online/17/stopfight.html>

"Grown-ups like numbers. When you tell them about a new friend, they never ask questions about what really matters. They never ask 'What does his voice sound like?' 'What games does he like best?' 'Does he collect butterflies?' They ask: 'How old is he?' 'How many brothers does he have?'

'How much does he weigh?' 'How much money does his father make?' Only then do they think they know him."
~ Antoine de Saint-Exupery (1900-1944), The Little Prince ~

"The invention of the teenager was a mistake. Once you identify a period of life in which people get to stay out late but don't have to pay taxes - naturally, nobody wants to live any other way."
~ Judith Martin ~

For an interesting perspective on what teenagers can teach us about life and work, visit: <http://www.bbmcareerdev.com/careeradvice.html>

ATTITUDE

"We cannot change our past. We can not change the fact that people act in a certain way. We can not change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude."
~ Charles Swindoll ~

For tips on changing your attitude, visit:
<http://www.mynewattitude.com/article1010.html>

"So many people dwell on negativity. I've survived by ignoring it: it dims your light and it's harder each time to turn the power up again."
~Judith Jamison, US modern dancer~

"Adventure isn't hanging on a rope off the side of a mountain. Adventure is an attitude that we must apply to the day-to-day obstacles of life: facing new challenges, seizing new opportunities, testing our resources against the unknown and, in the process, discovering our own unique potential."
~ John Amatt ~

"If you cannot get rid of the family skeleton, you may as well make it dance."
~George Bernard Shaw~

"The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind."

~ William James ~

A great attitude does much more than turn on the lights in our worlds; it seems to magically connect us to all sorts of serendipitous opportunities that were somehow absent before the change."

~Earl Nightingale~

BALANCE

"I have the feeling that in a balanced life one should die penniless.

The trick is dismantling."

~ Art Garfunkel ~

For resources on simplifying your life, visit:

<http://www.simpleliving.net/default.asp>

"I know not what you believe of God, but I believe He gave yearnings and longings to be filled, and that He did not mean all our time should be devoted to feeding and clothing the body."

~ Lucy Stone (1818 - 1893) US suffragist, feminist ~

"When people go to work, they shouldn't have to leave their hearts at home."

~ Betty Bender ~

"Imagine life as a game in which you are juggling some five balls in the air. You name them --work, family, health, friends and spirit and you're keeping all of these in the air.

You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls---family, health, friends and spirit - are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same.

You must understand that and strive for balance in your life. How? Don't undermine your worth by comparing yourself with others. It is because we are different that each of us is special. Don't set your goals by what other

people deem important. Only you know what is best for you. Don't take for granted the things closest to your heart. Cling to them as they were your life, for without them, life is meaningless.

Don't let your life slip through your fingers by living in the past or for the future. By living your life one day at a time you live ALL the days of your life.

Don't give up when you still have something to give. Nothing is really over until the moment you stop trying. Don't be afraid to admit that you are less than perfect. It is this fragile thread that binds us to each other.

Don't be afraid to encounter risks. It is by taking chances that we learn How to be brave.

Don't shut love out of your life by saying it's impossible to find. The quickest way to receive love is to give; the fastest way to lose love is to hold it too tightly, and the best way to keep love is to give it wings.

Don't run though life so fast that you forget not only where you've been, but also where you are going.

Don't forget, a person's greatest emotional need is to feel appreciated.

Don't be afraid to learn. Knowledge is weightless, a treasure you can always carry easily.

Don't use time or words carelessly. Neither can be retrieved.
~Brian Dyson~

"A man should hear a little music, read a little poetry, and see a fine picture every day of his life, in order that worldly cares may not obliterate the sense of the beautiful which God has implanted in the human soul."
~ Johann Wolfgang von Goethe ~

"Americans know more about how to make a living than how to live."
~Henry David Thoreau~

"Human beings of today are attacked by so-called manager diseases, high blood pressure, renal atrophy, gastric ulcers, and torturing neuroses: they succumb to barbarism because they have no more time for cultural interests."
~ Konrad Lorenze ~

A man stood in front of the group of high-powered overachievers. He pulled out a one-gallon, wide-mouthed mason jar and set it on a table in front of him. He produced about a dozen fist-sized rocks and carefully placed them, one at a time, into the jar. When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?" Everyone in the class said, "Yes."

Then he said, "Really?" He reached under the table and pulled out a bucket of gravel. He dumped some gravel in and shook the jar causing pieces of gravel to work themselves down into the spaces between the big rocks. Then he smiled and asked the group once more, "Is the jar full?" By this time the class was onto him. "Probably not," one of them answered. "Good!" he replied. And he reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all the spaces left between the rocks and the gravel. Once more he asked the question, "Is this jar full?" "No!" the class shouted. Once again he said, "Good!"

Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim. Then he looked up at the class and asked, "What is the point of this illustration?" One person raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard, you can always fit some more things into it!"

"No," the speaker replied, "That's not the point. The truth this illustration teaches us is: If you don't put the big rocks in first, you'll never get them in at all."

~Author Unknown~

"The concept of total wellness recognizes that our every thought, word, and behavior affects our greater health and well-being. And we, in turn, are affected not only emotionally but also physically and spiritually."

~ Greg Anderson ~

For the "12 Warning Signs of Health", visit:

<http://www.changingcourse.com/quiz.htm#12WarningSignsofHealth>

"Never permit a dichotomy to rule your life, a dichotomy in which you hate what you do so you can have pleasure in your spare time. Look for a situation in which your work will give you as much happiness as you spare time."

~ Pablo Picasso ~

For tips and links for finding a job that's right for you, visit:
<http://www.simplifylife.com/job.html>

CHANGE

"It is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be."

~ Isaac Asimov (1920 - 1992) US science writer, science-fiction writer ~

"What is the most rigorous law of our being? Growth. No smallest atom of our moral, mental, or physical structure can stand still a year. It grows – it must grow; nothing can prevent it."

~ Mark Twain ~

For resources on growing your organization, visit:
http://www.mapnp.org/library/grow_biz/grow_biz.htm

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

~Charles Darwin~

For a story that offers practical lessons for handling the fear and anxiety resulting from unexpected and unwanted change, visit
http://www.novatrain.com/articles_html/EileenMcDargh,CSPCPAE_558.html

"Embracing change is more than an attitude that change is beneficial. It encompasses competency in judgment, decision making, handling transitions, and managing uncertainty..."

~ Tom Stevens ~

For a piece on embracing change, visit:
http://www.ecomhelp.com/KB/inspiration/kb_embracing-change.htm

"Change is the law of life. And those who look only to the past or the present are certain to miss the future."

~ John F. Kennedy ~

For a piece on rifiers and their success as change agents, visit:
<http://www.fastcompany.com/online/32/sgodin.html>

"The industrial landscape is already littered with remains of once successful companies that could not adapt their strategic vision to altered conditions of competition."

~Abernathy~

"Trends, like horses, are easier to ride in the direction they are going."

~ John Naisbitt ~

For a piece on trends in intangibles and the implications for your business, visit: <http://www.entovation.com/assessment/trends.htm>

"Change means movement. Movement means friction. Only in the frictionless vacuum of a nonexistent abstract world can movement or change occur without that abrasive friction of conflict."

~Saul Alinsky~

"Change has a considerable psychological impact on the human mind. To the fearful, it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better."

~King Whitney, Jr.~

For an article on driving the fear out of change, visit

<http://www.well.com/user/bbear/change16.html>

for "Why it Matters" by Joe Flower.

"When one looks back over human existence however, it is very evident that all culture has developed through an initial resistance against adaptation to the reality in which man finds himself."

~ Beatrice Hinkle (1874 - 1953) US psychiatrist ~

For an article on resistance in organizations, visit:

<http://www.odnetwork.org/odonline/vol31n1/resistance.html>

"Both tears and sweat are salty, but they render a different result. Tears will get you sympathy; sweat will get you change."

~Jesse Jackson~

Visit The Change Project at <http://www.well.com/user/bbear/> for over 100 articles, including dozens of interviews with some of our time's top thinkers about organizational and personal change.

"Life has got a habit of not standing hitched. You got to ride it like you find it. You got to change with it. If a day goes by that don't change some of your old notions for new ones, that is just about like trying to milk a dead cow."

~Woodie Guthrie~

"Man must be prepared for every event of life, for there is nothing that is durable."

Menander (342 - 292BC) Greek dramatist

Does your organization have a disaster recover plan? Visit:

http://www.redcross.org/services/disaster/beprepared/busi_industry.html

"If we can recognize that change and uncertainty are basic principles, we can greet the future and the transformation we are undergoing with the understanding that we do not know enough to be pessimistic."

~Hazel Henderson~

For tips on changing your attitude to survive reengineering, visit:

<http://www.reengineering.com/articles/sept96/reengsurvival.htm>

"In describing today's accelerating changes, the media fire blips of unrelated information at us. Experts bury us under mountains of narrowly specialized monographs. Popular forecasters present lists of unrelated trends, without any model to show us their interconnections or the forces likely to reverse them. As a result, change itself comes to be seen as anarchic, even lunatic."

~Alvin Toffler~

"He acted too often without counting the cost, from some dazzling

conception--one could not say from impulse, for impulses are from the heart. He liked to reorganize and change things for the sake of change, to make a fine gesture. He destroyed the old before he had clearly thought out the new."

~Willa Carter~

For an article on how to choose the right change methodology, visit:
<http://www.reengineering.com/articles/jun96/nutsbolt.htm>

"Change does not necessarily assure progress, but progress implacably requires change. Education is essential to change, for education creates both new wants and the ability to satisfy them."

~Henry S. Commager~

For a myriad of resources related to issues in education, research and teaching visit <http://www.brint.com/Research.htm#RCHpdgy>

"For good and evil, man is a free creative spirit. This produces the very queer world we live in, a world in continuous creation and therefore continuous change and insecurity."

~Joyce Cary~

"We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing."

~R. D. Lang~

Yahoo offers a free scrolling news ticker that you can customize to deliver news on the topics of your choice. It's located at
<http://ticker.yahoo.com>

Chaos often breeds life, when order breeds habit.
Henry Brooks Adams (1838 - 1918) US historian, author

For a look at one company that thrives on chaos, visit:
<http://www.fastcompany.com/online/03/oticon.html>

"We trained hard--but it seemed that every time we were beginning to form into teams we'd be reorganized. I was able to learn later in life that we tend

to meet any new situation by reorganizing--and a wonderful method it can be for creating the illusion of progress while producing confusion,inefficiency and demoralization."

~Petronius Arbiter, 210 B.C.~

For the article on "Why Change Programs Fail" visit
<http://businessleader.com/bl/sep98/guest.html>

"For organizations and employees alike, the only real security is the ability to grow, change and adapt."

~Kearney~

"The search for static security--in the law and elsewhere--is misguided. The fact is security can only be achieved through constant change, adapting old ideas that have outlived their usefulness to current facts."

~William O. Douglas~

"It takes a lot of courage to release the familiar and seemingly secure, to embrace the new. But there is no real security in what is no longer meaningful. There is more security in the adventurous and exciting, for in movement there is life, and in change there is power."

~ Alan Cohen~

"Incredibly, many people continue their old life-style, their habits even if they feel miserable, lonely, bored, inadequate, or abused. Why? Of course...because habit is an easy place to hide."

~ Tom Rusk ~

For a piece on changing habits, visit:

<http://pertinent.com/pertinfo/business/spilgrim5.html>

CHARACTER

"The man of character, sensitive to the meaning of what he is doing, will know how to discover the ethical paths in the maze of possible behavior."

~ Earl Warren (1891 - 1974) US politician, jurist ~

For an online quiz to assess your organization's ethical effectiveness,

visit: <http://www.ethics.org/quicktest/index.cfm>

"Everyone tries to define this thing called character. It's not hard.
Character is doing what's right when nobody's looking."
~J.C. Watts~

"One weakness of our age is our apparent inability to distinguish our needs
from our greeds."
~ Don Robinson (1861 - 1929) Canadian poet, author ~

"Good character is more to be praised than outstanding talent. Most talents
are, to some extent, a gift. Good character, by contrast, is not given to us.
We have to build it, piece by piece -- by thought, choice, courage and
determination."
~ H. Jackson Brown ~

For information on leadership and character, visit:
<http://www.nwlink.com/~donclark/leader/leadchr.html>

"Gossip is a sort of smoke that comes from the dirty tobacco-pipes of
those who diffuse it: it proves nothing but the bad taste of the
smoker."
~ George Eliot ~

"Integrity is praised and then left out in the cold."
~ Juvenal ~

COMMUNICATION

"To improve communications, work not on the utterer, but the recipient."
~ Peter Drucker ~

For a piece on untangling communication, visit:
http://www.dhemery.com/articles/untangling_communication.html

"Once a human being has arrived on this earth, communication is the largest single factor determining what kinds of relationships he makes with others and what happens to him in the world about him.
~ Virginia Satir ~

For resources on communication skills, visit:
http://www.managementhelp.org/commskls/cmm_face.htm

"The only way to unleash open communication is to convince people that honesty is about group learning, not individual criticism."
~William Rosenzweig~
Managing Director of the Venture Strategy Group

"The greatest problem in communication is the illusion that it has been accomplished."
~ Daniel W. Davenport ~

For "The Top 10 Guidelines for Authentic Communication,"
visit: <http://www.simplifylife.com/i-comm.html>

"How many a dispute could have been deflated into a single paragraph if the disputants had dared to define their terms?"
~ Aristotle ~

"Conversation opens our views, and gives our faculties a more vigorous play; it puts us upon turning our notions on every side, and holds them up to a light that discovers those latent flaws which would probably have lain concealed in the gloom of unagitated abstraction."
~William Melmoth~

Is conversation "The Invisible and Deep Technology that Drives Organizations"? Visit:
<http://www.newfieldaus.com.au/articles/Invisible&DeepTechnology.htm>

"Electric communication will never be a substitute for the face of someone who with their soul encourages another person to be brave and true."
~ Charles Dickens ~

"The art of communication is the language of leadership."
~ James Humes ~

For "20 Ways to Communicate with your Employees," visit:
<http://www.improve.org/mbwa.html>

"Everyone hears only what he understands."
~ Goethe ~

For an article on how we filter what others tell us,
visit: <http://www.abetterworkplace.com/034.html>

"The worst thing about the miracle of modern communication is the
Pavlovian pressure it places upon everyone to communicate
whenever a bell rings."
~ Russell Baker ~

"The common faults of American language are an ambition of effect, a want
of simplicity, and a turgid abuse of terms."
~ James Fenimore Cooper (1789 - 1851) US novelist ~

"[I want] minimum information given with maximum politeness."
~ Jacqueline Kennedy Onassis ~

"Brevity may be the soul of wit, but not when someone's saying 'I love
you.'"
~ Judith Viorst ~

How do you say "I love you" in Italian, Latvian.....Klingon? For these and
more, visit: <http://www.worldpath.net/~hiker/iloveyou.html>

"Incomprehensible jargon is the hallmark of a profession."
~ Kingman Brewster, Jr. (1919 - 1988) US educator, diplomat ~

"The best way to keep one's word is not to give it."
~ Napoleon Bonaparte ~

COMMUNITY

"The world is so empty if one thinks only of mountains, rivers and cities;
but to know someone here and there who thinks and feels with us, and
though distant, is close to us in spirit - this makes the earth for us an
inhabited garden."
~ Goethe ~

"Today, as never before, the fates of men are so intimately linked to one
another that a disaster for one is a disaster for everybody."
~ Natalia Ginzburg (1916 - 1991) Italian author ~

Visit NATO online at: <http://www.nato.int/>

"The primary joy of life is acceptance, approval, the sense of appreciation
and companionship of our human comrades. Many men do not understand
that the need for fellowship is really as deep as the need for food, and so
they go through life accepting many substitutes for genuine, warm, simple."
~ Joshua Loth Liebman ~

When a friend calls to me from the road
And slows his horse to a meaning walk,
I don't stand still and look around
On all the hills I haven't hoed,
And shout from where I am, What is it?
No, not as there is a time to talk.
I thrust my hoe in the mellow ground,
Blade-end up and five feet tall,
And plod: I go up to the stone wall
For a friendly visit.
~ Robert Frost ~

For an article on the importance of making time to "connect", visit:
<http://www.shpm.com/articles/wf/connections.html>

"The glory of friendship is not in the outstretched hand, nor the kindly smile, nor the joy of companionship; it is in the spiritual inspiration that comes to one when he discovers that someone else believes in him and is willing to trust him."

~ Ralph Waldo Emerson ~

Know someone that could use a little inspiration? Send a free virtual greeting card. Choose from several available at:

<http://www.higherawareness.com/card.shtml>

"A community is like a ship; everyone ought to be prepared to take the helm."

~ Henrik Ibsen ~

Visit the Community Leadership Association online at:

<http://www.communityleadership.org/overview/overview.html>

"Interdependence is and ought to be as much the ideal of man as self-sufficiency."

~ Mahatma Gandhi ~

"Loyalty cannot be blueprinted. It cannot be produced on an assembly line. In fact, it cannot be manufactured at all, for its origin is the human heart-the center of self-respect and human dignity. It is a force which leaps into being only when conditions are exactly right for it-and it is a force very sensitive to betrayal."

~ Maurice R. Franks ~

CONFLICT

"Heat and animosity, contest and conflict, may sharpen the wits, although they rarely do; they never strengthen the understanding, clear the perspicacity, guide the judgment, or improve the heart."

~ Walter Savage Landor (1775 - 1864) English poet, essayist ~

"The fellow who says he'll meet you halfway usually thinks he's standing on the dividing line."

~ Orlando A. Battista ~

For a piece on effective negotiating and resolving conflicts, visit:
<http://www.cba.neu.edu/~ewertheim/interper/negot3.htm>

"He took over anger to intimidate subordinates, and in time anger took over him."

~ Saint Albertus Magnus ~

For "Four Steps in Handling Aggressive Impulses", visit:
<http://www.abetterworkplace.com/090.html>

"The man who gets angry at the right things and with the right people, and in the right way and at the right time and for the right length of time, is commended."

~ Aristotle ~

For a piece on establishing a culture in which employees' protests and complaints can be heard, visit:
<http://www.workforce.com/section/09/feature/23/26/10/index.html>

"In a controversy the instant we feel anger we have already ceased striving for the truth, and have begun striving for ourselves."

~ Thomas Carlyle ~

What are the "four faces of anger"? Visit:
<http://shpm.com/articles/growth/facesofanger.html>

"Never cut what you can untie."

~ Joseph Joubert ~

For tips on effective negotiation, visit;
<http://www.bbraham.com/html/negotiation.html>

"One does not like hot, the other does not like cold; make it tepid to make an agreement."

~ Malagasy Proverb ~

CONSULTANTS

The process consultant is best when people barely know she/he exists. Not so good when people obey and acclaim her/him. Worse when they despise her/him. "Fail to honor people, they fail to honor you;" but of a good process consultant, who talks little, when her/his work is done, her/his aim fulfilled, they will say, "We did this ourselves."
~from Lao-Tse...with great liberty~

"All too many consultants, when asked, 'What is 2 and 2?' respond, 'What do you have in mind?'
~ Norman Augustine ~

For information on selecting the right consultant for your organization, visit:
<http://www.strategicdevelopment.com/cgrubb2.htm>

COURAGE

"Courage is being scared to death -- and saddling up anyway."
~ John Wayne ~

"It is when we all play safe that we create a world of utmost insecurity."
~Dag Hammarskjold~

"Jump into the middle of things, get your hands dirty, fall flat on your face, and then reach for the stars."
~Joan L. Curcio~

"A great deal of talent is lost to the world for want of a little courage. Every day sends to their graves obscure men whose timidity prevented them from making a first effort."
~Sydney Smith~

"Security is mostly a superstition. It does not exist in nature, nor do

the children of humankind as a whole experience it. Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure, or it is nothing at all."

~Helen Keller~

For an article on the spirit of adventure in today's changing world, visit:
http://www.speaking.com/articles_html/JohnAmatt_109.html

"Courage charms us, because it indicates that a man loves an idea better than all things in the world, that he is thinking neither of his bed, nor his dinner, nor his money, but will venture all to put in act the invisible thought of his mind. "

~ Ralph Waldo Emerson ~

For an interesting look at courage, visit:
<http://www.fastcompany.com/online/55/courage.html>

Are you willing to be sponged out, erased, canceled, made nothing?
Are you willing to be made nothing?
dipped into oblivion?
If not, you will never really change.
~D. H. Lawrence~

On whistleblowers, "They're not always right, they don't always win, and they're not always likeable. They break the china and rattle the cages of conformity. What would American be without them? They keep the high and mighty on their toes and the majority on notice."

~Bill Moyers~

"We need to find the courage to say NO to the things and people that are not serving us if we want to rediscover ourselves and live our lives with authenticity."

~ Barbara De Angelis ~

For an article on the power of saying "no", visit:
<http://www.selfgrowth.com/articles/tillman6.html>

"And what he greatly thought, he nobly dared."
~ Homer ~

For a timely piece on fear and leadership, visit:
<http://www.bloomfieldassociates.com/feb.html>

CREATIVITY

"All great deeds and all great thoughts have a ridiculous beginning. Great works are often born on a street corner or in a restaurant's revolving door."
~ Albert Camus ~

"Creativity is merely a plus name for regular activity. . . any activity becomes creative when the doer cares about doing it right, or better."
~ John Updike ~

How do you define creativity? Visit:
http://thinksmart.com/mission/workout/creative_person.html

"Access to talented and creative people is to modern business what access to coal and iron ore was to steelmaking."
~ Richard Florida ~

"The things we fear most in organizations--fluctuations, disturbances, imbalances--are the primary sources of creativity."
~ Margaret J. Wheatley ~

For an interview with Margaret Wheatley on the new science of leadership and change, visit:
<http://www.scottlondon.com/insight/scripts/wheatley.html>

"Creativity represents a miraculous coming together of the uninhibited energy of the child with its apparent opposite and enemy-the sense of order imposed on the disciplined adult intelligence."
~ Norman Podhoretz (1902 - 1983) US writer, philosopher, longshoreman ~

"Subdivision of labor improves the art but debilitates the artist, and converts the man into a mere breathing part of that machinery by which he works."

~C.C. Colton~

How are "Thinkubators" being used to help workers rediscover their creative gifts? Visit: <http://www.fastcompany.com/online/23/rftf.html>

"It is the power of creative men to perceive the relations between thoughts, or things, or forms of expression that may seem utterly different, and to be able to combine them into some new forms--the power to connect the seemingly unconnected."

~William Plomer~

"Discovery consists of looking at the same thing as everyone else and thinking something different."

~ Albert Szent-Gyorgyi ~

"Never tell a young person that anything cannot be done. God may have been waiting centuries for someone ignorant enough of the impossible to do that very thing."

~John Andrew Holmes~

"In order to allow ourselves to be creative, we have to relinquish control and overcome fear. Why? Because real creativity is life-altering. It threatens the status quo; it make us see things differently. It brings about change, and we are terrified of change."

~Madeleine L'Engle~

"Creativity comes from trust. Trust your instincts. And never hope more than you work. "

~ Rita Mae Brown, US writer, playwright ~

For an interesting perspective on creativity, visit:
<http://www.workforce.com/section/01/feature/23/18/06/index.html>

"To live a creative life, we must lose our fear of being wrong."
~ Joseph Chilton Pierce ~

"In the creative state a man is taken out of himself. He lets down as it were a bucket into his subconscious, and draws up something which is normally beyond his reach. He mixes this thing with his normal experiences and out of the mixture he makes a work of art."
~E.M. Forester~

"Imagination will often carry us to worlds that never were. But without it, we go nowhere."
~ Carl Sagan ~

"When I am....completely myself, entirely alone...or during the night when I cannot sleep, it is on such occasions that my ideas flow best and most abundantly. Whence and how these come I know not nor can I force them...Nor do I hear in my imagination the parts successively, but I hear them gleich alles zusammen [at the same time all together]."
~Wolfgang Amadeus Mozart~

"All civilization and culture are the results of the creative imagination or artist quality in man. The artist . . . makes life more interesting or beautiful, more understandable or mysterious . . . more wonderful."
~ George Bellows ~

"The uncreative mind can spot wrong answers, but it takes a very creative mind to spot wrong questions."
~Anthony Jay~

"A new idea is delicate. It can be killed by a sneer or a yawn; it can be stabbed to death by a joke, or worried to death by a frown on the right person's brow."
~Charles Brower~

For tips on successful brainstorming sessions, visit
<http://www.mindtools.com/brainstm.html>

"One's mind, once stretched by a new idea, never regains its original dimensions."
~ Oliver Wendell Holmes ~

"The great successful men of the world have used their imagination . . .they think ahead and create their mental picture, and then go to work materializing that picture in all its details, filling in here, adding a little there, altering this a bit and that a bit, but steadily building-steadily building."
~Robert Collier~

"Visualization and belief in a pattern of reality, activates the creative power of realization."
~ A. L. Linall, Jr., US editor ~

For a piece on visualization and performance, visit:
<http://imt.net/~randolfi/visual.html>

CRITICAL THINKING

"The shrewd guess, the fertile hypothesis, the courageous leap to a tentative conclusion - these are the most valuable coin of the thinker at work. But in most schools guessing is heavily penalized and is associated somehow with laziness."
~Jerome S. Bruner~

"The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function. One should, for example, be able to see that things are hopeless and yet be determined to make them otherwise."
~F. Scott Fitzgerald~

"Do not expect to arrive at certainty in every subject which you pursue.

There are a hundred things wherein we mortals . . . must be content with probability, where our best light and reasoning will reach no farther."
~ Isaac Watts ~

"It is better to know some of the questions than all the answers."
~ James Thurber ~

"Research is to see what everybody else has seen, and to think what nobody else has thought."
~ Albert Szent-Gyorgi ~

For resources on business research methods, visit:
<http://www.mapnp.org/library/research/research.htm>

"It has cost me years of thought to arrive at certain results, by many believed to be unattainable, for which there are now numerous claimants, and the number of these is rapidly increasing, like the number of Colonels in the South after the war."
~Nicola Tesla, Inventor, 1890~

Visit the World Intellectual Property Organization online
at: <http://www.wipo.int/eng/main.htm>

"In theory, there is no difference between theory and practice. But, in practice, there is."
~Jan L.A. van de Snepscheut~

The Elements of Mental Flexibility

A Tolerance for Ambiguity. The ability to deal comfortably with unresolved, uncertain, and unfamiliar situations.

Opinion Flexibility. The ability to keep your opinions "on probation" most of the time, to suspend your judgment until later, and to appreciate the points of view of others.

Semantic Flexibility. Using semantically flexible language habits, avoiding dogmatic, rigid statements and unnecessary figures of speech as

you express your ideas.

Positive Orientation. The ability to maintain a positive frame of mind, look at your life experiences in terms of successful expectations, and keep your emotions on an even keel most of the time.

Sense of Humor. The ability to see the lighter side of life, not to take yourself and others too seriously, and to use humor in a constructive manner.

Investigative Orientation. A respect for evidence; the acquired habit of seeking out new and relevant information.

Resistance to Enculturation. The ability to look at your surroundings and culture with an open mind, and decide for yourself which of the prevailing values and beliefs are valid for you.

~Karl Albrecht~

(1987) The Creative Corporation
Homewood, IL: Dow Jones-Irwin

"The world we have made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them."

~Albert Einstein~

For "Five Steps to Better Critical-Thinking, Problem-Solving and Decision-Making Skills", visit:

<http://www.westwords.com/GUFFEY/critical.html>

"Doubt everything or believe everything: these are two equally convenient strategies. With either we dispense with the need for reflection."

~Henri Poincare~

Visit <http://www.osi.hu/oss/ch2f.html> for a piece on the dogmatic mode of thinking.

"A theory has only the alternative of being right or wrong. A model has a third possibility - it may be right but irrelevant."

~Manfred Eigen~

When is As-Is-Modeling an appropriate tool? Visit:

<http://www.reengineering.com/articles/may96/nutsbolt.htm>

CRITICS AND CRITICISM

"The way we respond to criticism pretty much depends on the way we respond to praise. If praise humbles us, then criticism will build us up. But if praise inflates us, then criticism will crush us; and both responses lead to our defeat."

~ Warren W. Wiersbe ~

For tips on taking criticism, visit:

<http://www.thechangeagent.com/tentips.html>

"Any fool can criticise, condemn and complain--and most fools do."

~Dale Carnegie~

"It is a barren kind of criticism which tells you what a thing is not."

~ Alfred Whitney Griswold ~

"There is nothing else that so kills the ambitions of a man as criticisms from his superiors. I never criticize anyone. I believe in giving a man incentive to work. So I am anxious to praise, but loathe to find fault. If I like anything, I am hearty in my approbation and lavish in my praise."

~ Charles Schwab ~

"New and stirring things are belittled because if they are not belittled, the humiliating question arises, 'Why then are you not taking part in them?'"

~H.G. Wells~

CURIOSITY

"It would seem to me....an offense against nature, for us to come on the same scene endowed as we are with the curiosity, filled to overbrimming as we are with questions, and naturally talented as we are for the asking of clear questions, and then for us to do nothing about, or worse, to try to suppress the questions....."

~Lewis Thomas~

For excerpts from the Critical Inquiry journal, visit
<http://www.uchicago.edu/research/jnl-crit-inq/main.html>

"I roamed the countryside searching for answers to things I did not understand. Why shells existed on the tops of mountains. How the various circles of water form around the spot which has been struck by stone, and why a bird sustains itself in the air. These questions and other strange phenomena engaged me though throughout my life."

~Leonardo da Vinci~

DECISIONS

"In any moment of decision the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing."

~ Theodore Roosevelt ~

"If we are all in agreement on the decision . . . then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about."

~ Alfred P. Sloan, Jr. (1875 - 1966) US auto executive ~

"Be willing to make decisions. That's the most important quality in a good leader. Don't fall victim to what I call the "ready-aim-aim-aim syndrome." You must be willing to fire."

~ T. Boone Pickens, US businessman ~

"I was under medication when I made the decision not to burn the tapes."

~ Richard M. Nixon ~

DIVERSITY/TOLERANCE

"It's a damn shame we have this immediate ticking off in the mind about how people sound. On the other hand, how many people really want to be operated upon by a surgeon who talks broad cockney?"
~ Eileen Aitkins ~

"We have become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams."
~ Jimmy Carter

"Racism isn't born, folks, it's taught. I have a two-year-old son. You know what he hates? Naps! End of list."
~ Dennis Leary ~

"The best things and best people rise out of their separateness; I'm against a homogenized society because I want the cream to rise."
~Robert Frost~

"We cannot feel strongly toward the totally unlike because it is unimaginable, unrealizable; nor yet toward the wholly like because it is stale -- identity must always be dull company. The power of other natures over us lies in a stimulating difference which causes excitement and opens communication, in ideas similar to our own but not identical, in states of mind attainable but not actual."
~ Charles Horton Cooley ~

"Natives who beat drums to drive off evil spirits are objects of scorn to smart Americans who blow horns to break up traffic jams."
~ Mary Ellen Kelly ~

DREAMS

"The years forever fashion new dreams when old ones go. God pity a one-dream man."
~ Bob Goddard ~

"Dreaming is an act of pure imagination, attesting in all men a creative power, which if it were available in waking, would make every man a Dante or Shakespeare."
~ H.F. Hedge ~

Hold fast to dreams, for if dreams die, life is a broken winged bird that cannot fly."
~ Langston Hughes ~

"A man is not old until regrets take the place of dreams."
~ John Barrymore ~

ENDINGS

"There's a trick to the Graceful Exit. It begins with the vision to recognize when a job, a life stage, a relationship is over -- and to let go. It means leaving what's over without denying its value."
~ Ellen Goodman, US journalist ~

For a piece on endings, visit:
<http://selfhelpmagazine.com/articles/wf/endings.html>

"Finish each day and be done with it. You have done what you could. Some blunders and absurdities no doubt crept in; forget them as soon as you can. Tomorrow is a new day; begin it well and serenely and with too high a spirit to be encumbered with your old nonsense."
~Ralph Waldo Emerson~

How can you avoid being limited by negative experiences? Visit:
http://www.speaking.com/articles_html/DeannaH.Berg,Ed.D.536.html

"Don't be dismayed at good-byes. A farewell is necessary before you can meet again. And meeting again, after moments or lifetimes, is certain for those who are friends."
~ Richard Bach ~

ENTREPRENEUR

"Entrepreneurship is the last refuge of the trouble making individual."
~ Mason Cooley ~

For information and resources on entrepreneurship, visit:
<http://www.entreworld.com/>

"Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage."
~ Victor Kiam, US businessman ~

"Going into business for yourself, becoming an entrepreneur, is the modern-day equivalent of pioneering on the old frontier."
~ Paula Nelson, US economist ~

ETHICS

"Beyond all our actions stands the larger shadow: how are we to choose between what we have been taught to think right and something else which manifestly succeeds?"
~Jacob Brownowski~

For ethics resources online, visit the DePaul University Institute for Business and Professional Ethics at: <http://commerce.depaul.edu/ethics/>

"It horrifies me that ethics is only an optional extra at Harvard Business School."
~Sir John Harvey~

"Live one day at a time emphasizing ethics rather than rules."
~ Wayne Dyer ~

For an article about United Technologies Corporation's success as a model of ethical business behavior, visit:
<http://www.industryweek.com/CurrentArticles/asp/articles.asp?ArticleId=884>

"Everywhere, the ethical predicament of our time imposes itself with an urgency which suggests that even the question "Have we anything to eat?" will be answered not in material but in ethical terms."
~Hugo Ball~

"The ideals which have always shone before me and filled me with the joy of living are goodness, beauty, and truth. To make a goal of comfort or happiness has never appealed to me; a system of ethics built on this basis would be sufficient only for a herd of cattle."
~ Albert Einstein ~

EXCELLENCE

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."
~Aristotle~

"If something is exceptionally well done it has embedded in its very existence the aim of lifting the common denominator rather than catering to it."
~ Edward Fischer ~

For great resources on manufacturing excellence, visit:
<http://www.superfactory.com/>

FACTS

"Approach each new problem not with a view of finding what you hope will be there, but to get the truth, the realities that must be grappled with. You may not like what you find. In that case you are entitled to try to change it. But do not deceive yourself as to what you do find to be the facts of the situation."
~Bernard M. Baruch~

For a myriad of resources on critical thinking, including a list of 35 dimensions of critical thought, visit http://www.mapnp.org/library/prsn_prd/critical.htm

"There are no facts, only interpretations."
~ Friedrich Nietzsche (1844 - 1900) ~

For a piece on the dangers of getting lost in interpretations, visit: <http://www.abetterworkplace.com/044.html>

"He used statistics as a drunken man uses lampposts; for support rather than illumination."
~ Victor Hugo ~

"A heap of epithets is poor praise: the praise lies in the facts, and in the way of telling them."
~ Jean de LaBruyere (1645 - 1696) French philosopher, writer ~

For a piece on the importance of recognition and seven recognition do's and don'ts, visit: http://www.teambuildinginc.com/article_recognition.htm

FAILURE

"Failure is the opportunity to begin again more intelligently."
~ Henry Ford ~

"There is no failure, except in no longer trying; no defeat, except from within; no insurmountable barrier, except our own inherent weakness of purpose."
~Anonymous~

"For every failure, there's an alternative course of action. You just have to find it. When you come to a roadblock, take a detour."
~ Mary Kay Ash ~

For information on better managing roadblocks, visit:
<http://squarewheels.com/scottswriting/roadblocks.html>

"Supposing you have tried and failed again and again. You may have a fresh start any moment you choose, for this thing that we call "failure" is not the falling down, but the staying down."

~ Mary Pickford (1894 - 1979) Canadian actress ~

For a piece on one startup star and what he learned from fresh starts, visit: <http://www.fastcompany.com/online/54/elahian.html>

FEAR

"Ultimately we know deeply that the other side of every fear is freedom."

~ Marilyn Ferguson ~

For "The Top 10 Fears that Keep People from Getting what They Want in Life", visit: <http://www.topten.org/Content/tt.BJ6.htm>

"Too often the opportunity knocks, but by the time you push back the chain, push back the bolt, unhook the locks and shut off the burglar alarm, it's too late."

~ Rita Coolidge ~

For a piece on hesitation and opportunity, visit:
http://joshhinds.com/marnie_pehrson_art2.html

"Our doubts are traitors, and make us lose the good we oft might win, by fearing to attempt."

~ William Shakespeare, Measure for Measure, 1604 ~

For tips on increasing confidence, visit:
<http://www.selfgrowth.com/articles/Sayre2.html>

"Anxiety is a thin stream of fear trickling through the mind. If encouraged, it cuts a channel into which all other thoughts are

drained."
~ Arthur Somers Roche ~

"For most of us, there's a tension between dissatisfaction and fear. On the one hand, we're not at peace, not happy with what we see in ourselves or in our lives. On the other hand, we're afraid to make a move, to leave behind what we have been."

~Social Psychologist Shoshana Zuboff~

Visit Fast Company online for some great articles on balance and "How much is enough", including a piece on Dr. Zuboff and the Odyssey program at Harvard Business School. <http://www.fastcompany.com/online/26/>

"My defenses were so great. The cocky rock and roll hero who knows all the answers was actually a terrified guy who didn't know how to cry. Simple."

~ John Lennon ~

What are your defense strategies? For a resource list, visit:
<http://www.higherawareness.com/lists/defenses.shtml>

FORGIVENESS

"Applied to other people, forgiveness is a process through which we seek to free ourselves from the bondage to another person that is maintained for as long as we stand in judgment of them....."

~Joan Borysenko~

"He that cannot forgive others, breaks the bridge over which he himself must pass if he would ever reach heaven; for everyone has need to be forgiven."

~George Herbert~

"If you haven't forgiven yourself something, how can you forgive others?"

~ Dolores Huerta, activist, labor leader ~

For practical advice on forgiving yourself, visit:
<http://selfhelpmagazine.com/articles/health/forgive.html>

"Forgive your enemies, but never forget their names."
~ John F. Kennedy ~

Can games really help you remember names? Visit:
<http://shpm.com/articles/relation/namegame.html>

"I can forgive, but I can not forget" is another way of saying, "I will not forgive." Forgiveness ought to be like a cancel note--torn in two and burned up so that it never can be shown against one.
~ Henry Ward Beecher ~

For an article on "Forgiveness: the Spiritual Tonic" visit:
<http://www.selfhelpmagazine.com/articles/spirituality/patpart1.html>

"A wise man will make haste to forgive, because he knows the full value of time and will not suffer it to pass away in unnecessary pain."
~ Rambler ~

For a piece on the benefits of forgiveness, visit:
<http://www.mindpub.com/art282.htm>

"If we could read the secret history of our enemies, we would find in each person's life sorrow and suffering enough to disarm all hostility."
~Henry Wadsworth Longfellow~

FREEDOM

Loss of freedom seldom happens overnight. Oppression doesn't stand on the doorstep with toothbrush moustache and swastika armband -- it creeps up insidiously... step by step, and all of a sudden the unfortunate citizen realizes that it is gone."
~ Baron Lane ~

The only man who is really free is the one who can turn down an invitation to dinner without giving an excuse."

~ Jule Renard~

But.....just for fun, find excuses for all occasions at "The Mother of All Excuses Place": <http://mادتbone.tripod.com/>

"It is often easier to become outraged by injustice half a world away than by oppression and discrimination half a block from home."

~ Carl T. Rowan ~

For information on discrimination in the workplace and ways to prevent it, visit:

<http://www.lawsguide.com/mylawyer/guideview.asp?layer=2&article=52>

FUTURE

"What we should do is not future ourselves so much. We should now ourselves more. 'Now thyself' is more important than 'Know thyself.' Reason is what tells us to ignore the present and live in the future. So all we do is make plans. We think that somewhere out there are going to be green pastures. It's crazy. Heaven is nothing but a grand, monumental instance of the future. Listen, now is good. Now is wonderful."

~Mel Brooks~

"The future is not a result of choices among alternative paths offered by the present, but a place that is created--created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination."

~John Schaar~

"Then sing, young hearts that are full of cheer, with never a thought of sorrow; the old goes out, but the glad young year comes merrily in tomorrow."

~ Emily Miller~

CYNIC: One who not only reads bitter lessons from the past, but who is prematurely disappointed with the future.

~ Source Unknown ~

"Let any man examine his thoughts, and he will find them ever occupied with the past or the future. We scarcely think at all of the present; or if we do, it is only to borrow the light which it gives for regulating the future. The present is never our object; the past and the present we use as means; the future only is our end. Thus, we never live, we only hope to live."

~ Blaise Pascal ~

"The future is not a result of choices among alternative paths offered by the present, but a place that is created--created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination."

~ John Schaar ~

For the latest forecasts from The Futurist, visit:
<http://www.wfs.org/forejuau00.htm>

"It's tough to make predictions, especially about the future."

~ Yogi Berra ~

"Optimism is a strategy for making a better future. Because unless you believe that the future can be better you are unlikely to step up and take responsibility for making it so. If you assume there is no hope, you guarantee there will be no hope. If you assume there is an instinct for freedom, there are opportunities to change things, there's a chance you may contribute to making a better world. The choice is yours."

~Noam Chomsky~

GENDER

"If it had been three wise women instead of three wise men, they would have asked directions, arrived on time, helped deliver the baby, cleaned the stable, made a casserole, and brought practical gifts."

~Anonymous~

"If a woman has to choose between catching a fly ball and saving an infant's life, she will choose to save the infant's life without even considering if there are men on base."

~Dave Barry~

Are there gender differences in how parents respond when family life interferes with work? Visit: <http://www.shpm.com/articles/wf/famwork.html>

"It's clear that most children suffer too much mother and too little father."

~ Gloria Steinem ~

"I have never been able to find out precisely what feminism is. I only know that people call me a feminist when I express sentiments that differentiate me from a doormat."

~Rebecca West, 1913~

"Feminism encourages women to leave their husbands, kill their children, practice witchcraft, destroy capitalism, and become lesbians."

~Reverend Jerry Falwell, 1992~

"Any mother could perform the jobs of several air traffic controllers with ease."

~ Lisa Alther ~

For resources for mothers who work outside the home, visit:
<http://www.bluesuitmom.com/>

"If it's true that men today value their lives outside of work as much as women do--and research proves it is--then they have to join women's fight to reconstruct the way we work and create a new, broader definition of success."

~ Elizabeth Perle Mckenna ~

For information and resources on flexible work options, visit:
<http://workoptions.com/?AID=1161573&PID=451695>

GENIUS

"Mozart was once criticized by his patron, the Emperor of Austria, who told him that his music contained too many notes. The Emperor suggested that a few of them could be cut. Mozart responded by asking which few did he have in mind...."

~Richard Saul Wurman~

"Genius means little more than the faculty of perceiving in an unhabitual way."

~William James~

"One is not born a genius, one becomes a genius."

~ Simone de Beauvoir ~

"The notes I handle no better than many pianists, but the pauses between the notes--ah, that is where the art resides."

~Arthur Schnabel~

"No one asks you to throw Mozart out of the window. Keep Mozart. Cherish him. Keep Moses too, and Buddha and Lao Tzu and Christ. Keep them in your heart. But make room for the others, the coming ones, the ones who are already scratching on the window-panes."

~Henry Miller~

GOALS

"The reason most people never reach their goals is that they don't define them, learn about them, or even seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them."

~ Denis Waitley ~

For resouces on goal setting, visit: <http://www.mygoals.com/gotoHome.jsp>

You have brains in your head.

You have feet in your shoes.
You can steer yourself in any direction you choose.
You're on your own.
And you know what you know.
You are the guy who'll decide where you go.
~ Dr. Seuss ~

For career planning and development resources, visit:
<http://www.mapnp.org/library/career/career.htm>

"Man is a goal seeking animal. His life only has meaning if he is reaching out and striving for his goals."
~ Aristotle ~

For tips on achieving your goals, visit:
<http://www.philiphumbert.com/Articles/10AchieveAnyGoal.html>

"You must have long-range goals to keep you from being frustrated by short-range failures."
~ Charles C. Noble, US bandleader, songwriter ~

For a tool for clarifying goals and objectives, visit:
http://home.att.net/~nickols/goals_grid.htm

GRATITUDE

"In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit."
~Albert Schweitzer~

For ideas on expressing gratitude to people who have touched your life, visit: <http://bll.com/ch16.html>

"Silent gratitude isn't much use to anyone."
~ G.B. Stern ~

"Gratitude unlocks the fullness of life. It turns what we have into enough,

and more. It turns denial into acceptance, chaos to order, confusion to clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow.

~ Melody Beattie ~

For a journal writing exercise on practicing gratitude, visit:
<http://www.writingthejourney.com/exercises/gratitude.htm>

"Let's choose today to quench our thirst for the "good life" we think others lead by acknowledging the good that already exists in our lives. We can then offer the universe the gift of our grateful hearts."

~ Sarah Ban Breathnach ~

For a piece on acknowledging the good in your life, visit:
<http://www.spiritsight.com/writing/sarbre/part4.htm>

"To speak gratitude is courteous and pleasant, to enact gratitude is generous and noble, but to live gratitude is to touch Heaven."

~ Johannes A. Gaertner ~

"Both abundance and lack exist simultaneously in our lives, as parallel realities. It is always our conscious choice which secret garden we will tend...when we choose not to focus on what is missing from our lives but are grateful for the abundance that's present -- love, health, family, friends, work, the joys of nature and personal pursuits that bring us pleasure -- the wasteland of illusion falls away and we experience Heaven on earth."

~ Sarah Ban Breathnach ~

For a piece on focusing on the abundance, visit:
<http://www.personal-development.com/chuck/gratitude.htm>

"There is a calmness to a life lived in gratitude, a quiet joy."

~ Ralph H. Blum ~

"Learn to be pleased with everything; with wealth, so far as it makes us beneficial to others; with poverty, for not having much to care for, and with obscurity, for being unenvied."

~Plutarch~

"Not what we say about our blessings, but how we use them, is the true measure of our thanksgiving."

~ W. T. Purkiser ~

Looking for ways to put your blessings to good use? Visit <http://www.volunteermatch.org/> to find volunteer opportunities in your community.

HAPPINESS

"To preserve an unclouded capacity for the enjoyment of life is an unusual moral and psychological achievement. Contrary to popular belief, it is not the prerogative of mindlessness, but the exact opposite: it is the reward of self-esteem."

~ Nathaniel Branden, US Psychologist ~

For "Reflections on Happiness" by Nathaniel Branden, visit: <http://www.vix.com/objectivism/Writing/NathanielBranden/ReflectionsOnHappiness.html>

"Our hearts know the path to happiness and inner peace. Spiritual practices such as meditation and prayer are designed to remind us of what we already know."

~Brian Weiss, M.D.~

"Then this is happiness: to be dissolved into something complete and great."

~ Willa Cather ~

"The art of living does not consist in preserving and clinging to a particular mode of happiness, but in allowing happiness to change it's form without being disappointed in the change; happiness, like a child, must be allowed to grow up."

~ Charles Morgan ~

"If you ever find happiness by hunting for it, you will find it, as the old woman did her lost spectacles, safe on her own nose all the time."
~ Josh Billings ~

"It is not God's will merely that we should be happy, but that we should make ourselves happy."
~ Immanuel Kant ~

"But what is happiness except the simple harmony between a man and the life he leads?"
~ Albert Camus ~

For an article on happiness, visit:
<http://www.selfgrowth.com/articles/Ross7.html>

"Each morning the day lies like a fresh shirt on our bed; this incomparably fine, incomparably tightly woven tissue of pure prediction fits us perfectly. The happiness of the next twenty-four hours depends on our ability, on waking, to pick it up."
~ Walter Benjamin (1892 - 1940) German man of letters, aesthician ~

"We cannot be happy if we expect to live all the time at the highest peak of intensity. Happiness is not a matter of intensity, but of balance and order and rhythm and harmony."
~Henry Ward Beecher~

Does your pace make you a candidate for burnout? For tips on how to slow down and recharge your batteries, visit:
<http://www.fastcompany.com/online/34/one.html>

"He who binds to himself a joy doth the winged life destroy. But he who kisses the joy as it flies lives in Eternity's sunrise."
~William Blake~

HEROES

"A hero is one who does what he can."
~ Romain Rolland (1866 - 1944) French novelist, dramatist, essayist ~

To make a financial contribution to the American Red Cross disaster relief fund, call 1-800- HELP-NOW or visit:
<http://www.redcross.org/donate/donate.html>
For information on making a blood donation, call 1-800-GIVE-LIFE or contact your local blood service organization.

"Not a day passes over the earth but men and women of no note do great deeds, speak great words, and suffer noble sorrows. Of these obscure heroes, philosophers, and martyrs the greater part will never be known..."

~ Charles Reade ~

Visit the Red Cross Everyday Heroes Archive at:
<http://www.redcross.org/services/hss/newspro/heroarchive.html>

"The hero is the one who kindles a great light in the world, who sets up blazing torches in the dark streets of life for men to see by. The saint is the man who walks through the dark paths of the world, himself a light."

~Felix Adler~

Or woman.....to learn more about the Role Model Project for Girls, visit: <http://www.womenswork.org/girls/index.html>

"Only a few achieve the colossal task of holding together, without being split asunder, the clarity of their vision alongside an ability to take their place in a materialistic world. They are the modern heroes

Artists at least have a form within which they can hold their own conflicting opposites together. But there are some who have no recognized artistic form to serve this purpose, they are artists of the living. To my mind, these last are the supreme heroes in our soulless society."

~Irene Claremont de Castillejo~

HOPE

"Hope is the last thing that dies in man; and though it be exceedingly deceitful, yet it is of this good use to us, that while we are traveling through life it conducts us in an easier and more pleasant way to our journey's end."
~ Francois De La Rochefoucauld~

"Hope is the companion of power, and mother of success; for who so hopes strongly has within him the gift of miracles."
~ Samuel Smiles ~

For an article on choosing hope over hopelessness, visit:
<http://www.mindpub.com/art212.htm>

HUMANKIND

"The active part of man consists of powerful instincts, some of which are gentle and continuous; others violent and short; some baser, some nobler, and all necessary."
~Francis W. Newman~

"It is human nature that rules the world, not governments and regimes."
~ Svetlana Alliluyeva ~

For resources on understanding human nature, visit:
<http://www.nwlink.com/~donclark/leader/leadhb.html#maslow>

"We all carry within us our places of exile, our crimes, and our ravages. But our task is not to unleash them on the world; it is to fight them in ourselves and in others."
~Albert Camus~

"One of the best kept secrets in America is that people are aching to make a commitment, if they only had the freedom and environment in which to do so."
~ John Naisbitt ~

HUMOR/LAUGHTER

"If you don't have wrinkles, you haven't laughed enough."

~ Phyllis Diller ~

"Humor is perhaps a sense of intellectual perspective: an awareness that some things are really important, others not; and that the two kinds are most oddly jumbled in everyday affairs."

~ Christopher Morley ~

What's your Humor Quotient and how can you raise it? Visit:

<http://www.abetterworkplace.com/050.html>

"The sound of laughter is like the vaulted dome of a temple of happiness."

~ Milan Kundera ~

"The arrival of a good clown exercises a more beneficial influence upon the health of a town than the arrival of twenty asses laden with drugs."

~ Thomas Sydenham, Seventeenth-Century Physician ~

"Life is a tragedy when seen in close-up, but a comedy in long-shot."

~ Charlie Chaplin ~

How can humor help people as they distance from a crisis? Visit:

<http://www.humormatters.com/articles/crisis.htm>

"A person without a sense of humor is like a wagon without springs - jolted by every pebble in the road."

~ Henry Ward Beecher ~

"Common sense and a sense of humor are the same thing, moving at different speeds. A sense of humor is just common sense, dancing."

~ Clive James ~

For tips on using humor appropriately in the workplace, visit:

<http://www.granirer.com/ART-0001.htm>

"Laughter or any sort may be considered a religious exercise, for it bears witness to the soul's emancipation"
~Havelock Ellis~

"There is a form of laughter that springs from the heart, heard every day in the merry voice of childhood, the expression of a laughter -- loving spirit that defies analysis by the philosopher, which has nothing rigid or mechanical in it, and totally without social significance. Bubbling spontaneously from the heart of child or man. Without egotism and full of feeling, laughter is the music of life."
~ Sir William Osler ~

For articles on learning to laugh more, visit:
<http://www.laughtertherapy.com/articlesonlaughter.htm>

"God is a comedian playing to an audience that is afraid to laugh."
~Voltaire~

For "Laughing your Way to Organizational Health", visit:
<http://humanresources.about.com/od/orgdevelopment/l/aalaughter.htm>

"I think laughter may be a form of courage. As humans we sometimes stand tall and look into the sun and laugh, and I think we are never more brave than when we do that."
~ Linda Ellerbee ~

For a collection of articles on laughter, visit:
<http://www.worldlaughtertour.com/sections/news/articles.asp>

"Laughter is wine for the soul -- laugh soft, or loud and deep, tinged through with seriousness. Comedy and tragedy step through life together, arm in arm... Once we can laugh, we can live."
~ Sean O'Casey (1880 - 1964) Irish playwright ~

For a piece on the benefits of laughter, visit:
http://www.speaking.com/articles_html/BarbaraBartlein,R.N.,M.S.W. 814.ht

ml

"I like nonsense, it wakes up the brain cells. Fantasy is a necessary ingredient in living, it's a way of looking at life through the wrong end of a telescope and that enables you to laugh at life's realities."
~ Dr. Seuss ~

"One horse-laugh is worth ten thousand syllogisms. It is not only more effective; it is also vastly more intelligent."
~H. L. Mencken~

IDEAS

"Don't worry about people stealing your ideas. If your ideas are any good, you'll have to ram them down people's throats."
~Howard Aiken, U.S. computer pioneer~

"To have a great idea, have a lot of them."
Thomas A. Edison

For "Seven Strategies for Generating Business Ideas", visit
<http://www.innovationtools.com/Articles/EnterpriseDetails.asp?a=77>

"Ideas are like rabbits. You get a couple, learn how to handle them, and pretty soon you have a dozen."
~ John Steinbeck ~

"No grand idea was ever born in a conference, but a lot of foolish ideas have died there."
~ F. Scott Fitzgerald ~

"Getting ideas is like shaving; if you don't do it every day, you're a bum."
~ Alexander Kroll, US advertising executive ~

Getting a little sluggish in the idea department? Visit the idea workout gym at: http://thinksmart.com/mission/workout/workout_gym.html

"The human mind treats a new idea the same way the body treats a strange protein; it rejects it."

P.B. Medawar

For a piece on "How Not to Kill the Next Big Idea", visit http://www.thinksmart.com/articles/not_kill_big_idea.html

INNOVATION

"Don't try to innovate for the future. Innovate for the present!"

~ Peter Drucker ~

For Fast Company's 2001 Fast 50 Winners, Champions of Innovation, visit: http://www.fastcompany.com/fast50_02/2001/winners.html

"You can recognize a pioneer by the arrows in his back."

~ Beverly Rubik ~

"Managing innovation will increasingly become a challenge to management, and especially to top management, and a touchstone of its competence."

~Peter Drucker~ 1973

How is your organization managing innovation? Take a Knowledge Innovation Litmus Test at: <http://www.entovation.com/assessment/litmus.htm>

"I do not believe you can do today's job with yesterday's methods and be in business tomorrow."

~Nelson Jackson~

What is the new nature of organizations? Visit http://www.mapnp.org/library/org_thry/new_forms.htm for "Emerging Nature and New Organizational Structures" by Carter McNamara.

"Serve the dinner backward, do anything, but for goodness sake, do something weird."

~ Elsa Maxwell (1883 - 1963) US writer, TV hostess, columnist ~

Need to jumpstart innovation in your organization? For "Fresh Start 2002: Weird Ideas That Work", visit:

<http://www.fastcompany.com/online/54/sutton.html>

"Perhaps the only thing that saves science from invalid conventional wisdom that becomes effectively permanent is the presence of mavericks in every generation--people who keep challenging convention and thinking up new ideas for the sheer hell of it or from an innate contrariness."

~Dr. D. M. Raup~

INTUITION

"Trust your hunches. They are usually based on facts filed just below the conscious level."

~ Dr. Joyce Brothers ~

Intuition is the supra-logic that cuts out all the routine processes of thought and leaps straight from the problem to the answer."

~ Robert Graves (1895 - 1985) English novelist, poet, writer ~

Visit the Intuition Network at: <http://www.intuition.org/>

"It is always with excitement that I wake up in the morning wondering what my intuition will toss up to me, like gifts from the sea. I work with it and rely on it. It's my partner."

~ Jonas Salk ~

"The intuitive mind is a sacred gift, and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift."

~ Albert Einstein ~

For an article on intuitive power, visit:

http://www.speaking.com/articles_html/NancyRosanoff_786.html

KNOWLEDGE

"Life brings knowledge, and the removal of self enables one to find knowledge in everything."

~Samuel L. Lewis~

Sufi Mystic

"Those people who develop the ability to continuously acquire new and better forms of knowledge that they can apply to their work and to their lives will be the movers and shakers in our society for the indefinite future."

~ Brian Tracy ~

"Knowledge has three degrees--opinion, science, illumination. The means or instrument of the first is sense; of the second, dialectic; of the third, intuition."

~Plotinus~

"If you want to know the taste of a pear, you must change the pear by eating it yourself.....if you want to know the theory and methods of revolution, you must take part in revolution. All genuine knowledge originates in direct experience."

~ Mao Zedong ~

For an article on the boundaries of experience, visit:

<http://www.astromind.com/articles/experience.html>

"There can be no knowledge without emotion. We may be aware of a truth, yet until we have felt its force, it is not ours. To the cognition of the brain must be added the experience of the soul."

~ Arnold Bennett (1867-1931) ~

Visit the Consortium for Research on Emotional Intelligence in Organizations at: <http://www.eiconsortium.org/>

"Knowledge comes by eyes always open and working hands, and there is no

knowledge that is not power."
~ Jeremy Taylor ~

For resources on knowledge management, visit:
<http://www.km-forum.org/papers.htm>

"If you have knowledge, let others light their candles in it"
~ Margaret Fuller ~

"Knowledge is power. Information is power. The secreting or hoarding of knowledge or information may be an act of tyranny camouflaged as humility."
~ Robin Morgan, US editor, feminist, writer ~

"Our feelings are our most genuine paths to knowledge."
~ Audre Lorde (1934 - 1992) US poet, feminist ~

For nine techniques for recognizing and honoring your feelings, visit:
<http://www.myprimetime.com/family/balance/content/feelings/index.shtml?v=626&p=4\081>

"When a man's knowledge is not in order, the more of it he has the greater will be his confusion."
~ Herbert Spencer (1820 - 1903) English naturalist, philosopher ~

LEADERS AND LEADERSHIP

"'Come to the edge,' he said.
They said, 'We are afraid.'
'Come to the edge,' he said.
They came.
He pushed them...
and they flew."
~Guillaume Apollinaire~
French avant-garde poet 1880-1918

"Managers are people who do things right; leaders are people who do the right thing.

~ Warren Bennis ~

"Start with good people, lay out the rules, communicate with your employees, motivate them and reward them. If you do all those things effectively, you can't miss."

~ Lee Iacocca, US auto business executive ~

"A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting. A boss is interested in himself or herself, a leader is interested in the group."

~ Russell H. Ewing ~

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things."

~ Niccolo Machiavelli ~

For a self assessment for would-be change agents, visit:

<http://www.changecraft.com/Articles/perslead.htm>

"Men make history, and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

~Harry S. Truman~

For some interesting perspectives on leadership, visit the Wharton School Leadership Digest at:

<http://leadership.wharton.upenn.edu/leaders/digest/current.shtml>

"Leadership is practiced not so much in words as in attitude and in actions."

~ Harold S. Geneen ~

For an article about one trainer's unique approach to teaching leadership,

visit: <http://www.fastcompany.com/online/41/sharpnack.html>

"The very essence of leadership is that you have to have a vision. You can't blow an uncertain trumpet."

~ Theodore M. Hesburgh ~

"Certainly a leader needs a clear vision of the organization and where it is going, but a vision is of little value unless it is shared in a way so as to generate enthusiasm and commitment. Leadership and communication are inseparable."

~ Claude Taylor ~

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

~ Ralph Nader ~

"Leadership is a serving relationship that has the effect of facilitating human development."

~ Ted Ward ~

For a piece on developing leadership at all levels of an organization, visit: <http://www.workforce.com/section/11/feature/23/33/68/index.html>

"Time is neutral and does not change things. With courage and initiative, leaders change things."

~ Jesse Jackson ~

For a piece on leading change, visit:

<http://www.inc.com/magazine/19990601/804.html>

"Don't manage - lead change before you have to."

~ Jack Welch ~

"In my experience, there are two great motivators in life. One is fear.

The other is love. You can manage an organization by fear, but if you do you will ensure that people don't perform up to their real capabilities."

~Jan Carlzon~

President, Scandinavian Airlines System

LEARNING

"Learning time is not a respected part of the work environment. But you can't be so busy that you allow yourself to get stupid."

~ Tom Kelly, Cisco Systems ~

How can supervisors support employee learning in the workplace? Visit: http://www.mapnp.org/library/trng_dev/methods/slf_drct.htm#anchor58146

"The true teacher defends his pupils against his own personal influence. He inspires self-trust. He guides their eyes from himself to the spirit that quickens him. He will have no disciple."

~Amos Bronson Alcott~

"The illiterate of the 21st Century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn."

~Alvin Toffler~

The 21st Century Learning Initiative provides a synthesis of research and development into the nature of human learning, and examines its implications for education, work and the development of communities worldwide. Visit this resource at: <http://www.21learn.org/>

"Human beings, who are almost unique in having the ability to learn from the experience of others, are also remarkable for their apparent disinclination to do so."

~ Douglas Adams ~

"I cannot tell the truth about anything unless I confess being a student, growing and learning something new every day. The more I learn, the clearer my view of the world becomes."

~ Sonia Sanchez, US poet, playwright, educator ~

For information and resources on continuous learning, visit:
http://www.managementhelp.org/trng_dev/design/cont_lrn.htm#anchor451968

"Training is everything. The peach was once a bitter almond; cauliflower is nothing but cabbage with a college education."
~ Mark Twain ~

For 3 self-assessment checklists for planning, building and installing training, visit: <http://www.jrctrainingsolutions.com/freebie10.htm>

"Learning is not a spectator sport--it is an active, not a passive, enterprise. Accordingly, a learning environment must invite, even demand, the active engagement of the student."
~ D. Blocher ~

Visit the Association for Experiential Education online at:
<http://www.aee.org/>

"Personally, I'm always ready to learn, although I do not always like being taught."
~Winston Churchill~

"It is by teaching that we teach ourselves, by relating that we observe, by affirming that we examine, by showing that we look, by writing that we think, by pumping that we draw water into the well."
~ Henri-Fredric Amiel ~

The National Society for Experiential Education (NSEE) is a membership association and national resource center that promotes experienced-based approaches to teaching and learning. Visit their site at:
<http://www.nsee.org/>

"Learning is what most adults will do for a living in the 21st Century."
~ Sydney Joseph Perelman ~

"If we value independence, if we are disturbed by the growing conformity of knowledge, of values, of attitudes, which our present system induces, then we may wish to set up conditions of learning which make for uniqueness, for self-direction, and for self-initiated learning."

~ Carl Rogers ~

For an article on getting the most from e-Learning and links to other learner-centered resources, visit:

<http://www.learningcircuits.org/2001/may2001/elearn.html>

"Education is not the filling of a pail, but the lighting of a fire."

~ W. B. Yeats ~

"I never teach my pupils; I only attempt to provide the conditions in which they can learn."

~ Albert Einstein ~

"I have never in my life learned anything from any man who agreed with me."

~ Dudley Field Malone ~

Are mismatches the best matches for mentoring?

Visit: <http://www.fastcompany.com/online/17/womentoring.html>

LEISURE

"Leisure is the exultation of the possible."

~ Martin Buber (1878 - 1965) German-Jewish religious philosopher ~

If you are losing your leisure, look out! You are losing your soul. "

~ Logan Pearsall Smith (1865 - 1946) US-English essayist, editor, anthologist ~

"You must have been warned against letting the golden hours slip by. Yes, but some of them are golden only because we let them slip."

~ Sir James M. Barrie ~

"The time to relax is when you don't have time for it."
~ Sidney J. Harris ~

"Summer is the time when one sheds one's tensions with one's clothes, and the right kind of day is jeweled balm for the battered spirit. A few of those days and you can become drunk with the belief that all's right with the world."
~ Ada Louise Huxtable, US critic, editor ~

"A nap, my friend, is a brief period of sleep which overtakes superannuated persons when they endeavour to entertain unwelcome visitors or to listen to scientific lectures."
~ George Bernard Shaw (1856 - 1950) English dramatist, critic ~

"Fear no more the heat of the sun, nor the furious winter's rages. Thou thy worldly task hast done, home art gone and taken thy wages."
~ William Shakespeare ~

"There is more refreshment and stimulation in a nap, even of the briefest, than in all the alcohol ever distilled."
~ Edward Verrall Lucas (1817 - 1862) US essayist, poet, naturalist ~

"Certainly, travel is more than the seeing of sights; it is a change that goes on, deep and permanent, in the ideas of living."
~ Miriam Beard ~

LIFE/LIVING

"Our task is to say a holy yes to the real things of our life as they exist."
~ Natalie Goldberg ~

"Life is truly a ride. We're all strapped in, and no one can stop it. As you make each passage from youth to adulthood to maturity, sometimes you put your arms up and scream, sometimes you just hang onto the bar in front of you. But the ride is the thing. I think the most you can hope for at the end of life is that your hair's messed, you're out of breath, and you didn't throw up."
-~Jerry Seinfeld~

"I never lose sight of the fact that just being is fun."
~ Katharine Hepburn ~

"What would it be like if you lived each day, each breath, as a work of art in progress? Imagine that you are a Masterpiece unfolding every second of every day, a work of art taking form with every breath."
~ Thomas Crum ~

"Live your life each day as you would climb a mountain. An occasional glance towards the summit keeps the goal in mind, but many beautiful scenes are to be observed from each new vantage point."
~Harold B. Melchart~

"Life moves on, whether we act as heroes or cowards. Life has no other discipline to impose, if we would but realize it, than to accept life unquestionably. Everything we shut our eyes to, everything we run away from, everything we deny, denigrate or despise, serve to defeat us in the end. What seems nasty, painful, evil, can become a source of beauty, joy and strength, if faced with an open mind. Every moment is a golden one for him who has the vision to recognize it as such."
~Henry Miller~

Visit: http://www.coopcomm.org/qkh_essay05.htm for "An Enemy Is One Whose Story We Have Not Heard" by Quaker peace activist Gene Knudsen Hoffman.

"For a long time it had seemed to me that life was about to begin – real life. But there was always some obstacle in the way, something to be gotten

through first, some unfinished business, time still to be served, a debt to be paid. Then life would begin. At last it dawned on me that these obstacles were my life."

~Alfred D. Souza~

"There is a kind of intellectual provincialism in the dogma that "life is just one damned thing after another"...human affairs do not become intelligible until they are seen as a whole."

~ Arnold Toynbee ~

"Life is a great big canvas; throw all the paint on it you can."

~ Danny Kaye ~

For a piece on becoming the artist of your day, visit:

http://www.lifechallenges.org/create/bloom_c2.html

"Surviving is important, but thriving is elegant."

~ Maya Angelou ~

What are the characteristics of those who bounce back and thrive? Visit:

<http://www.mindpub.com/art240.htm>

"There is no end. There is no beginning. There is only the infinite passion of life."

~ Federico Fellini ~

"Life's splendor forever lies in wait about each one of us in all its fullness, but veiled from view, deep down, invisible, far off. It is there, though, not hostile, not reluctant, not deaf. If you summon it by the right word, by its right name, it will come."

~Franz Kafka~

For an article on identifying what you want from life and work, visit:

<http://www.dcwebwomen.org/lifeatwork/000303.html>

"The human story does not always unfold like a mathematical

calculation on the principle that two and two make four. Sometimes in life they make five or minus three; and sometimes the blackboard topples down in the middle of the sum and leaves the class in disorder and the pedagogue with a black eye."
~Winston Churchill~

LISTENING

"You're not listening... well, your heart is not."
~Merlin in Excalibur~

"Listen, or your tongues will keep you deaf."
~Native American Proverb~

"There is nothing so annoying as to have two people go right on talking when you're interrupting."
~ Mark Twain ~

How are your listening skills? For a listening self-assessment, visit:
<http://www.highgain.com/SELF/index.php3>

"It seems rather incongruous that in a society of supersophisticated communication, we often suffer from a shortage of listeners."
~ Erma Bombeck (1927 - 1996) US journalist, author, humorist ~

"Listening is not merely not talking, though even that is beyond most of our powers; it means taking a vigorous, human interest in what is being told us."
~ Alice Duer Miller (1874 - 1942) US poet, author ~

When you listen with empathy to another person, you give that person psychological air."
~ Stephen R. Covey ~

For a piece on empathy in the workplace, visit:
<http://www.workforce.com/section/01/feature/23/11/85/index.html>

"There are people who, instead of listening to what is being said to them, are already listening to what they are going to say themselves."

~ Albert Guinon ~

"People love to talk but hate to listen. You can listen like a blank wall or like a splendid auditorium where every sound comes back fuller and richer."

~ Alice Duer Miller (1874-1942) US poet, author

For tips on effective listening, visit: <http://www.drnadig.com/listening.htm>

"The greatest compliment that was ever paid me was when one asked me what I thought, and attended to my answer."

~ Henry David Thoreau ~

MANAGEMENT

"We accomplish all that we do through delegation -- either to time or to other people."

~ Stephen R. Covey ~

For the "Basics of Delegating", visit:

<http://www.mapnp.org/library/guiding/delegate/basics.htm>

"To say, "well done" to any bit of good work is to take hold of the powers which have made the effort and strengthen them beyond our knowledge."

~ Phillips Brooks ~

"There are high spots in all of our lives and most of them have come about through encouragement from someone else. I don't care how great, how famous or successful a man or woman may be, each hungers for applause."

~George M. Adams~

"If you don't know what to do with many of the papers piled on your desk, stick a dozen colleagues' initials on 'em, and pass them along. When in doubt, route."

~ Malcolm Forbes ~

Wondering what to do with the piles of paper on your desk? For a piece on getting organized, visit:

<http://www.fastcompany.com/online/61/hemphill.html>

"The Trojans lost the war because they fell for a really dumb trick. Hey, there's a gigantic wooden horse outside and all the Greeks have left. Let's bring it inside! Not a formula for long-term survival. Now if they had formed a task force to study the Trojan Horse and report back to a committee, everyone wouldn't have been massacred. Who says middle management is useless?"

~ Adam C. Engst ~

"Feedback is the breakfast of champions."

~ Kenneth Blanchard ~

For an article that provides "Feedback about Feedback", visit:

<http://home.att.net/~nickols/feedback.htm>

"Delegating means letting others become the experts and hence the best."

~ Timothy Firnstahl, American Business Executive ~

For a piece on the art of delegation, visit:

<http://www.see.ed.ac.uk/~gerard/Management/art5.html>

"If your project doesn't work, look for the part you didn't think was important."

~ Arthur Bloch ~

For some tips on successful project management, visit:

<http://www.michaelgreer.com/14key.htm>

"When I give a man an office, I watch him carefully to see whether he is swelling or growing."

~ Woodrow T. Wilson ~

"People often say that motivation doesn't last. Well, neither does bathing -- that's why we recommend it daily."

~ Zig Ziglar ~

For a piece on motivating employees, visit:

<http://www.nwlink.com/~donclark/leader/leadmot.html>

"Delegating work works, providing the one delegating works too."

~ Robert Half ~

For an article on delegation, visit:

<http://www.strategicdevelopment.com/georgesmartaugust2000.htm>

"You cannot raise a man up by calling him down."

~ William Boetcker ~

"It isn't the incompetent who destroy an organization--it is those who have achieved something and want to rest upon their achievements who are forever clogging things up."

~Charles Sorenson~

"A team should never practice on a field that is not lined. Your players have to become aware of the field's boundaries."

John Madden, US football coach, sportscaster

"You don't hear things that are bad about your company unless you ask. It is easy to hear good tidings, but you have to scratch to get the bad news."

~ Thomas J. Watson, Sr. (1874 - 1956) US business executive ~

For a piece on getting bad news to the folks that need to hear it, visit:

<http://www.fastcompany.com/online/62/badnews.html>

"Evaluate what you want--because what gets measured, gets produced."
~James A. Belasco~

For information on planning a successful evaluation program, visit:
http://www.mapnp.org/library/evaluatn/fnl_eval.htm#anchor1578833

"The mechanics of industry is easy. The real engine is the people: their motivation and direction." ~ Ken Gilbert ~

MARKETING/SELLING

"Strategy and timing are the Himalayas of marketing. Everything else is the Catskills."
~ Al Ries ~

"The real persuaders are our appetites, our fears and above all our vanity. The skillful propagandist stirs and coaches these internal persuaders."
~ Eric Hoffer (1902 - 1983) US writer, philosopher, longshoreman ~

"There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else."
~ Sam Walton (1918 - 1992) US business executive ~

"Strategy should evolve out of the mud of the marketplace, not in the antiseptic environment of an ivory tower."
~ Al Ries ~

For an article on the importance of strategy, visit:
<http://www.fastcompany.com/online/44/porter.html>

"There is more similarity in the marketing challenge of selling a precious painting by Degas and a frosted mug of root beer than you ever thought possible."
~ Alfred Taubman ~

For resources on marketing basics, visit:
<http://www.mapnp.org/library/mrktng/basics/basics.htm>

"Our major obligation is not to mistake slogans for solutions."
~ Edward R. Murrow ~

For a piece on overused words and phrases, including a link to "buzzword bingo" cards, visit:
<http://www.workforce.com/section/01/feature/23/15/29/index.html>

"Everyone lives by selling something."
~ Robert Louis Stevenson ~

"We grew up founding our dreams on the infinite promise of American advertising. I still believe that one can learn to play the piano by mail and that mud will give you a perfect complexion."
~ Zelda Fitzgerald ~

For advertising policy statements and guidance from the Federal Trade Commission, visit: <http://www.ftc.gov/bcp/guides/guides.htm>

"Revolve your world around the customer and more customers will revolve around you."
~ Heather Williams ~

MEMORY

"The difference between optimism and pessimism resides in memory. The pessimist aptly recalls the hurts and failures of yesterday, but cannot remember the plentiful possibilities of a new tomorrow. The optimist has a hopeful future already memorized. "
~ Charles E. Jinks, US military leader ~

A man's real possession is his memory. In nothing else is he rich, in nothing else is he poor. "
~ Alexander Smith (1830 - 1867) Scottish poet ~

For articles and tips on improving memory, visit:
http://www.mindtools.com/pages/main/newMN_TIM.htm

"A name pronounced is the recognition of the individual to whom it belongs. He who can pronounce my name aright, he can call me, and is entitled to my love and service."

~ Henry David Thoreau ~

MINDFULNESS

"Real generosity toward the future lies in giving all to the present."

~ Albert Camus ~

For an article on being fully present, visit:
<http://www.briandbiro.com/befullypresent.htm>

"The little things? The little moments? They aren't little."

~ Jon Kabat-Zinn ~

What "little things" would you do over given the chance? Visit:
<http://www.gnt.net/~wright/living.html> for a list by Erma Bombeck

"Most men pursue pleasure with such breathless haste that they hurry past it."

~ Soren Kierkegaard ~

"To make use of the power living inside any new thing that comes our way, we first have to touch it--not tentatively but profoundly--at the same time that we maintain a firm connection with that which is deepest and most fundamental within ourselves."

~Joe Flower~

"To take what there is, and use it, without waiting forever in vain for the preconceived--to dig deep into the actual and get something out of that--that is doubtless the right way to live."

~ Henry James~

"Put your ear down to your soul and listen hard."

~ Anne Sexton ~

"During my second year of nursing school our professor gave us a quiz. I breezed through the questions until I read the last one, "What is the first name of the woman who cleans the school?" Surely this was a joke. I had seen the cleaning woman several times, but how would I know her name? I handed in my paper, leaving the last question blank. Before the class ended, one student asked if the last question would count toward our grade. "Absolutely," the professor said. "In your careers, you will meet many people. All are significant. They deserve your attention and care, even if all you do is smile and say 'hello.'" I've never forgotten that lesson. I also learned that her name was Dorothy."

~ Joann C. Jones ~

"Finish each day before you begin the next, and interpose a solid wall of sleep between the two. This you cannot do without temperance."

~ Ralph Waldo Emerson ~

MISCELLANEOUS

"And silence, like a poultice, comes to heal the blows of sound."

~ Oliver Wendell Holmes ~

For a commentary on the benefits of silence, visit:

<http://www.shpm.com/articles/spirituality/silence.html>

"Nothing in the world can take the place of persistence. Talent will not . . . Genius will not . . . Education will not. . . Persistence and determination alone are omnipotent."

~ Calvin Coolidge ~

"How many feasible projects have miscarried through despondency, and

been strangled in their birth by a cowardly imagination."
~ Jeremy Collier (1650 - 1726) English bishop ~

"I have forced myself to contradict myself in order to avoid conforming to my own taste."
~ Marcel Duchamp (1887 - 1968) French-US artist ~

"I wanted all my ducks in a row so if we did get into a posture we could pretty much slam-dunk this thing and put it to bed."
~ Lee Cooke ~

Just for fun.....The Cliché Finder has a searchable index of over 3,300 clichés. Visit: <http://www.westegg.com/cliche/>

"More important than the quest for certainty is the quest for clarity."
~ Francois Gautier (1473 - 1543) Polish astronomer ~

"The cynic knows the price of everything and the value of nothing."
~ Oscar Wilde ~

"Ask for no guarantees, ask for no security, there never was such an animal. And if there were, it would be related to the great sloth which hangs upside down in a tree all day every day, sleeping its life away."
~ Ray Bradbury ~

MISTAKES

"The only people I know who make no mistakes are dead people. I saw a man last week who has not made a mistake for four thousand years. He was a mummy in the Egyptian department of the British Museum."
~H.L. Wayland~

For strategies on making smarter mistakes, visit:
<http://www.fastcompany.com/online/11/mistakes.html>

"All human errors are impatience, a premature breaking off of methodical procedure, an apparent fencing-in of what is apparently at issue."

~ Franz Kafka ~

For a piece on how patience is helping one company thrive, visit:
<http://www.fastcompany.com/roadshow/2001/backseat/jamba.html>

"You must learn from the mistakes of others. You can't possibly live long enough to make them all yourself."

~ Sam Levenson (1911 - 1980) ~

"So go ahead and make mistakes. Make all you can. Because that's where you will find success. On the far side of failure."

~ Thomas J. Watson, Sr. ~

For a piece on making good mistakes, visit:
<http://www.abetterworkplace.com/099.html>

MONEY

"Money is the root of all evil, and yet it is such a useful root that we cannot get on without it any more than we can without potatoes."

~ Louisa May Alcott ~

For a look at aphorisms on money deconstructed, visit:
<http://www.fastcompany.com/online/09/truefalse.html>

"The CEO era gave rise to the CFO (not certified flying object, as you might imagine, but chief financial officer) and, most recently, the CIO, chief investment officer, a nice boost for the bookkeeper you can't afford to give a raise . . ."

~ William Safire, US journalist, author ~

For financial management resources for small for-profit businesses, visit:
http://www.mapnp.org/library/finance/fp_fnce/fp_fnce.htm

"I was part of that strange race of people aptly described as spending their

lives doing things they detest to make money they don't want to buy things they don't need to impress people they dislike."
~Emile Henry Gauvreau~

"Never base your budget requests on realistic assumptions, as this could lead to a decrease in your funding."
~ Scott Adams ~

For financial management resources for non-profits, visit:
http://www.mapnp.org/library/finance/np_fnce/np_fnce.htm

NATURE

"I go to nature to be soothed and healed, and to have my senses put in order."
~ John Burroughs ~

Does contact with nature have a positive effect on health? Visit:
http://www.psycport.com/news/2001/03/23/eng-ascribe/eng-ascribe_194545_13_324305054266.html

There's a certain slant of light
On winter afternoons,
That oppresses, like the weight
Of Cathedral tunes.
~ Emily Dickinson ~

For information on Seasonal Affective Disorder, visit:
<http://depression.about.com/health/depression/library/weekly/aa081099.htm>

"A structure becomes architectural, and not sculptural, when its elements no longer have their justification in nature."
~ Guillaume Apollinaire ~

"I come into the world of wild things who do not tax their lives with forethought of grief....for a time I rest in the grace of the world, and am free."

~ Wendell Berry, "The Peace of Wild Things" ~

PARADOX

The Paradox of our Time - George Carlin

The paradox of our time in history is that we have taller buildings, but shorter tempers; wider freeways, but narrower viewpoints. We spend more, but have less; we buy more, but enjoy it less. We have bigger houses and smaller families; more conveniences, but less time; we have more degrees, but less sense; more knowledge, but less judgment; more experts, but more problems; more medicine, but less wellness.

We drink too much, smoke too much, spend too recklessly, laugh too little, drive too fast, get too angry too quickly, stay up too late, get up too tired, read too seldom, watch TV too much, and pray too seldom. We have multiplied our possessions, but reduced our values.

We talk too much, love too seldom, and hate too often. We've learned how to make a living, but not a life; we've added years to life, not life to years. We've been all the way to the moon and back, but have trouble crossing the street to meet the new neighbor. We've conquered outer space, but not inner space. We've done larger things, but not better things. We've cleaned up the air, but polluted the soul.

We've split the atom, but not our prejudice. We write more, but learn less. We plan more, but accomplish less. We've learned to rush, but not to wait.

We build more computers to hold more information to produce more copies than ever, but have less communication. These are the times of fast foods and slow digestion; tall men, and short character; steep profits, and shallow relationships. These are the times of world peace, but domestic warfare; more leisure, but less fun; more kinds of food, but less nutrition. These are days of two incomes, but more divorce; of fancier houses, but broken homes. These are days of quick trips, disposable diapers, throw-away morality, one-night stands, overweight bodies, and pills that do everything from cheer to quiet, to kill. It is a time when there is much in the show window and nothing in the stockroom; a time when technology can bring this letter to you, and a time when you can choose either to share this insight, or to just hit delete.

"The curious paradox is that when I accept myself just as I am, then I can change."

~Carl Rogers~

"I learned to make my mind large, as the universe is large, so that there is room for paradoxes."

~ Maxine Hong Kingston, US author ~

For "The Paradoxes of Change", visit:
<http://www.well.com/user/bbear/change9.html>

"If by the time we are 60 we haven't learned what a knot of paradox and contradiction life is, and how exquisitely the good and bad are mingled in every action we take.....we haven't grown old to much purpose."

~John Cowper Powys~

"Clown and guru are a single identity: the satiric and sublime side of the same higher vision of life."

~Theodore Rozak~

PEACE

"Think not forever of yourselves, O Chiefs, nor of your own generations. Think of continuing generations of our families, think of our grandchildren and of those yet unborn, whose faces are coming from beneath the ground."

~T. S. Eliot~

"The world cannot continue to wage war like physical giants and to seek peace like intellectual pygmies."

~Basil O'Connor~

"Peace is not an absence of war it is a virtue, a state of mind, a disposition for benevolence, confidence, justice."

~Baruch Spinoza~

Visit the Transnational Foundation for Peace and Future Research at:
<http://www.transnational.org/>

PERCEPTION

"Only in quiet waters things mirror themselves undistorted. Only in a quiet mind is adequate perception of the world."

~ Hans Margoliu ~

For a piece on developing a reflective life, visit:

<http://www.personal-development.com/articles/reflective.htm>

"You are only as wise as others perceive you to be."

~ M. Shawn Cole ~

Are you aware of how others perceive you? Are you receptive to their feedback? Visit:

http://www.myprimetime.com/family/static/sp_quiz/index.shtml?v=626&p=3768

"Perception is strong and sight weak. In strategy it is important to see distant things as if they were close and to take a distanced view of close things."

~ Miyamoto Musashi ~

"It is rare indeed that people give. Most people guard and keep, they suppose that it is they themselves and what they identify with themselves that they are guarding and keeping, whereas what they are actually guarding and keeping is their belief system of reality and what they assume themselves to be."

~ James Baldwin ~

PERFECTION

"Perfectionist standards do not allow for failure. They do not even allow for life, and certainly not death."

~ Marion Woodman ~

What are some of the perils of perfectionism? Visit:

<http://www.bestyears.com/perfectionism.html>

"The closest to perfection a person ever comes is when he fills out a job application form."

~ Stanley J. Randall ~

PERSONAL GROWTH

"We can often do more for other men by trying to correct our own faults than trying to correct theirs."

~Francois de Salignac de La Mothe Fenelon~

"Growth for the sake of growth is the ideology of the cancer cell."

~ Edward Abbey (1927 - 1989) US author ~

"We shall not cease from exploration

And the end of all of our exploring

Will be to arrive where we started

And know the place for the first time

~T.S. Eliot~

"The cosmos is neither moral or immoral; only people are. He who would move the world must first move himself."

~Edward Ericson~

"Do not become paralyzed and enchained by the set patterns which have been woven of old. No, build from your own youthful feeling, your own groping thought and your own flowering perception . . ."

~ Lotte Lehmann ~

"I measure myself day after day -- to find out if I have grown, not to know my size."

~ Eduardo Chillida ~

For resources on personal development, visit:

http://www.managementhelp.org/prsn_dev/prsn_dev.htm

"We spend January 1 walking through our lives, room by room, drawing up a list of work to be done, cracks to be patched. Maybe this year, to balance the list, we ought to walk through the rooms of our lives.....not looking for flaws, but for potential.

~ Ellen Goodman ~

"To put the world in order, we must first put the nation in order; to put the nation in order, we must put the family in order; to put the family in order, we must cultivate our personal life; and to cultivate our personal life, we must first set our hearts right."

~Confucius~

Here's one to brighten your day. Visit

<http://www.expressionsofspirit.com/symptoms.htm> for a humorous look at the "Symptoms of Inner Peace" by Saskia Davis

"Change and growth take place when a person has risked himself and dares to become involved in experimenting with his own life."

~Herbert A. Otto~

Are you an independent professional? Check out the following site for tips and resources: <http://www.workingsolo.com>

"It is a true miracle when a man finally sees himself as his only opposition."

~ Vernon Howard ~

For a piece on getting out of your own way, visit:

<http://www.coachjim.com/articles/outofownway.html>

"Being willing to change allows you to move from a point of view to a viewing point--a higher, more expansive place, from which you can see both sides."

~Thomas Crum~

""Maturity is the capacity to endure uncertainty."

~ John Huston Finley ~

"To know what you prefer instead of humbly saying Amen to what the world tells you ought to prefer is to have kept your soul alive."

~ Robert Louis Stevenson ~

For an exercise to help you identify what you want, visit:

<http://www.personal-development.com/articles/whatwant.htm>

"Every moment of one's existence one is growing into more or retreating into less.

~ Norman Mailer ~

For a piece on growing with change, visit:

http://www.clemmer-group.com/excerpts/embracing_change.shtml

"All changes, even the most longed for, have their melancholy; for what we leave behind is part of ourselves; we must die to one life before we can enter into another."

~Anatole France~

The University of Washington Student Counseling Center provides useful information on dealing with grief resulting from loss or change. Visit:

<http://depts.washington.edu/scc/grief.html>

"By starving emotions we become humorless, rigid and stereotyped; by repressing them we become literal, reformatory and holier-than-thou; encouraged, they perfume life; discouraged, they poison it."

~Joseph Collins~

"Being yourself is not remaining what you were, or being satisfied with what you are. It is the point of departure."

~ Sydney J. Harris ~

For a resource list of blocks to growth, visit:

<http://www.higherawareness.com/lists/blcks.shtml>

"It takes courage to grow up and become who you really are."
~e.e. cummings~

"We must always change, renew, rejuvenate ourselves; otherwise we harden."
~ Johann Wolfgang von Goethe ~

PERSPECTIVE

"You don't have to take insults personally. You can sidestep negative energy; you can look for the good in others and utilize that good, as different as it may be, to improve your point of view, and to enlarge your perspective."
~ Stephen Covey ~

"A small trouble is like a pebble. Hold it too close to your eye, and it puts everything out of focus. Hold it at proper viewing distance, and it can be examined and classified. Throw it at your feet, and it can be seen in its true setting, just one more tiny bump on the pathway to eternity."
~ Celia Luce ~

For some tips on keeping problems in perspective, visit:
<http://www.mindtools.com/smperspe.html>

"We must somehow take a wider view, look at the whole landscape, really see it, and describe what's going on here. Then we can at least wail the right question into the swaddling band of darkness, or, if it comes to that, choir the proper praise."
~Annie Dilliard~

"It's a recession when your neighbor loses his job; it's a depression when you lose yours."
~ Harry S. Truman ~

"Chaos is a name for any order that produces confusion in our minds."

~George Santayana~

POLITICS AND POLITICIANS

"Alliance. In international politics, the union of two thieves who have their hands so deeply inserted in each other's pockets that they cannot separately plunder a third."

~ Ambrose Bierce ~

"Politics is developing more comedians than radio ever did."

~ Jimmy Durante ~

"The people who cast the votes don't decide an election, the people who count the votes do."

~ Joseph Stalin ~

"Modern politics today requires a mastery of television. I've never really warmed up to television and, in fairness to television, it's never warmed up to me."

~ Walter F. Mondale ~

For a humorous review of the televised spoofs and gaffes of Election 2000, visit:

<http://politicalhumor.about.com/comedy/politicalhumor/library/weekly/aa122700a.htm>

"Fascism: the idea that killing people makes them work harder."

~anonymous~

"Half of the American people never read a newspaper. Half never voted for President. One hopes it is the same half."

~ Gore Vidal ~

POTENTIAL

"Most people live....in a very restricted circle of their potential being. They make use of a very small portion of their possible consciousness, and of their soul's resources in general, much like a man who, out of his whole bodily organism, should get into the habit of using only his little finger."
~William James~

"You are a product of your environment. So choose the environment that will best develop you toward your objective. Analyze your life in terms of its environment. Are the things around you helping you toward success--or are they holding you back?"
~ W. Clement Stone ~

"I have spent my days stringing and unstringing my instrument, while the song I came to sing remains unsung."
~Tagore~

"To fly we have to have resistance."
~ Maya Ying Lin, US architect, sculptor ~

For a piece on resistance as a resource, visit:
http://www.dhemery.com/articles/resistance_as_a_resource.html

"No steam or gas ever drives anything until it is confined. No Niagara is ever turned into light and power until it is tunneled. No life ever grows until it is focused, dedicated, disciplined."
~ Harry Emerson Fosdick (1878 - 1969) US clergyman ~

"Treat a person as he is, and he will remain as he is. Treat a person as if he were where he could be and should be, and he will become what he could be and should be."
~ Jimmy Johnson, US football coach ~

"Without passion man is a mere latent force and possibility, like the flint which awaits the shock of the iron before it can give forth its spark."
~ Henri Frederic Amiel ~

For an article on the power of passion at work, visit:
<http://www.soulfulliving.com/passionatework.htm>

"My mother said to me, 'if you become a soldier, you'll be a general; if you become a monk, you'll end up as the pope.' Instead, I became a painter, and wound up Picasso."
~Pablo Picasso~

"We are born into the world like a blank canvas. And every person that crosses our path takes up the brush and makes their mark upon our surface. So it is that we develop. But we must realize there comes a day that we must take up the brush and finish the work, for only we can determine if we are to be just another painting, or a masterpiece."
~ Javan ~

"There comes that mysterious meeting in life when someone acknowledges who we are and what we can be, igniting the circuits of our highest potential."
~Rusty Berkus~

Want to help someone ignite their potential? Visit the The National Mentoring Partnership online at: <http://www.mentoring.org/>

"If we do not rise to the challenge of our unique capacity to shape our lives, to seek the kinds of growth that we find individually fulfilling, then we can have no security: we will live in a world of sham, in which our selves are determined by the will of others, in which we will be constantly buffeted and increasingly isolated by the changes around us."
~Nena O'Neil~

PROBLEMS AND PROBLEM SOLVING

"Unrest of the spirit is a mark of life; one problem after another presents itself and in the solving of them we can find our greatest pleasure."
~ Karl A. Menninger (1893 - 1990) US psychiatrist ~

"Somehow we should learn to know that our problems are our most precious possessions. They are the raw materials of our salvation: no problem, no redemption."

~Laurens van der Post~

For tips on improving and selecting appropriate problem solving tools, visit: <http://home.att.net/~nickols/tentips.htm>

"Some problems are just too complicated for rational, logical solutions. They admit of insights, not answers."

~ Jerome Wiesner ~

"We are all faced with a series of great opportunities brilliantly disguised as unsolvable problems."

~ John W. Gardner, US writer, government official ~

For a piece on turning problems into power and potential, visit: <http://www.higherawareness.com/artproblem.shtml>

"Never solve a problem from its original perspective."

~ Charles Thompson ~

For a piece on tackling problems through "creative excursions", visit: <http://www.innovationtools.com/Articles/ArticleDetails.asp?a=63>

"A problem well stated is a problem half solved"

~ Charles F. Kettering ~

For "Seven Steps for Effective Problem Solving in the Workplace," visit: <http://thinksmart.com/articles/7steps.html>

"No problem can withstand the assault of sustained thinking."

~ Voltaire ~

For "Six Rules for Better Thinking", visit: <http://home.att.net/~nickols/weil.htm>

"To the man who only has a hammer, everything he encounters begins to look like a nail."

~Abraham Maslow~

For an article on creative problem solving, visit:

<http://www.arachnoid.com/lutusp/crashcourse.html>

"There's a saying among prospectors: 'Go out looking for one thing, and that's all you'll ever find.'"

~ Robert Flaherty ~

To read about the one company's open-minded approach to finding

solutions, visit: <http://www.fastcompany.com/online/37//knowitall.html>

PROCRASTINATION

"When we put things off until some future -- probably mythical -- Laterland, we drag the past into the future. The burden of yesterday's incompletions is a heavy load to carry. Don't carry it."

~ Peter McWilliams ~

For a piece on how to stop procrastinating, visit:

<http://www.topachievement.com/davidnguyen.html>

Procrastination is opportunity's natural assassin."

~ Victor Kiam ~

For tips on conquering procrastination, visit:

<http://www.alliesconsulting.com/resources/articles/procrastin.html>

"Anyone can do any amount of work provided it isn't the work he's supposed to be doing at the moment."

~ Robert Benchley ~

For a piece on confronting procrastination, visit:

<http://lifeesteem.org/wellness/wellnessJDI.html>

PROGRESS

"We stand now where two roads diverge. But unlike the roads in Robert Frost's familiar poem, they are not equally fair. The road we have long been traveling is deceptively easy, a smooth superhighway on which we progress with great speed, but at its end lies disaster. The other fork of the road--the one less traveled by--offers our last, our only chance to reach a destination that assures the preservation of the earth."

~Rachel Carson~

For information on the latest in the movement toward a green economy, visit: <http://www.sustainablebusiness.com/>

"The art of progress is to preserve order amid change and to preserve change amid order."

~Alfred North Whitehead~

"When man learns to understand and control his own behavior as well as he is learning to understand and control the behavior of crop plants and domestic animals, he may be justified in believing that he has become civilized."

~E.G. Stakman~

Are there behaviors you would like to change? For Methods for Changing Behavior, visit:

<http://mhnet.org/psyhelp/chap11/chap11b.htm#a>

"The important work of moving the world forward does not wait to be done by perfect men."

~ George Eliot ~

"Give no bounties: make equal laws: secure life and prosperity and you need not give alms."

~ Ralph Waldo Emerson ~

"Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation."

~Robert F. Kennedy~

"Civilization is the progress toward a society of privacy."
~Howard Roark, in Ayn Rand's 'The Fountainhead'~

"People are the common denominator of progress. So... no improvement is possible with unimproved people, and advance is certain when people are liberated and educated. It would be wrong to dismiss the importance of roads, railroads, power plants, mills, and the other familiar furniture of economic development.... But we are coming to realize... that there is a certain sterility in economic monuments that stand alone in a sea of illiteracy. Conquest of illiteracy comes first."
~ John Kenneth Galbraith, The Affluent Society (1958) ~

Visit the National Institute for Literacy at: <http://novel.nifl.gov/>

"Human consciousness arose but a minute before midnight on the geological clock. Yet we mayflies try to bend an ancient world to our purposes, ignorant perhaps of the messages buried in its long history. Let us hope that we are still in the early morning of our April day"
~ Stephen Jay Gould ~

PURPOSE

"Profits are like breathing. You have to have them. But who would stay alive just to breathe?"
~ Maurice Mascaranhas ~

"Tell me, what do you plan to do with your one wild and precious life?"
~ Mary Oliver ~

For an article on finding purpose in your work and in your life, visit:
<http://www.fastcompany.com/online/13/ldrplus.html>

"To put meaning in one's life may end in madness,
But life without meaning is torture

Of restlessness and vague desire--
It is a boat longing for the sea
and yet afraid."
~Edgar Lee Masters~

"Make visible what, without you, might perhaps never have been seen."
~ Robert Bresson ~

How do "Tempered Radicals" effect change in organizations?
Visit: <http://www.fastcompany.com/online/38/radicals.html>

"He that hath a trade hath an estate; he that hath a calling hath an office
of profit and honor."
~ Benjamin Franklin ~

For "The Challenge of Following Your Calling: Part I. What happens when we
say yes or no to life's callings", visit:
<http://www.lifechallenges.org/door/LevoyG.html>

"My passions were all gathered together like fingers that made a fist.
Drive is considered aggression today; I knew it then as purpose."
~ Bette Davis ~

For "Healthy Assertiveness: Pushy or Passionate?", visit:
<http://www.abetterworkplace.com/070.html>

"Existence is a strange bargain. Life owes us little; we owe it everything. The
only true happiness comes from squandering ourselves for a purpose."
~ John Mason Brown ~

"A musician must make music, an artist must paint, a poet must write, if he
is to be ultimately at peace with himself. What one can be, one must be."
~ Abraham Maslow ~

For an piece on actualizing your life purpose, visit:
http://www.lifepurposecoaching.com/actualizing_life_purpose.htm

"What'll we do with ourselves this afternoon?' cries Daisy, 'and the day after that, and the next thirty years?'"

~F. Scott Fitzgerald, from The Great Gatsby~

For "Vision and Strategic Plan: Who Needs Them?" Visit:

<http://www.prosci.com/vis1.htm>

"No wind serves him who addresses his voyage to no certain port."

~Michel de Montaigne~

"How could there be any question of acquiring or possessing, when the one thing needful for a man is to become--to be at last, and to die in the fullness of his being."

~ Antoine de Saint-Exupery ~

"When one has great gifts, what answer to the meaning of existence should one require beyond the right to exercise them?"

~ W. H. Auden ~

RESPONSIBILITY

"When it rains, I let it."

~ 113 year old man in response to a questions about the secret of his longevity ~

How can we avoid the trap of false responsibility? Visit:

<http://www.abetterworkplace.com/109.html>

"Take your life in your own hands and what happens? A terrible thing: no one to blame."

~Erica Jong~

"Whatever failures I have known, whatever errors I have committed, whatever follies I have witnessed in private and public life have been the consequence of action without thought."

~Bernard M. Baruch~

"Sadness does not inhere in things; it does not reach us from the world and through mere contemplation of the world. It is a product of our own thought. We create it out of whole cloth."

~ Emile Durkheim (1858 - 1917) French sociologist ~

"To decide to be at the level of choice is to take responsibility for your life and to be in control of your life."

~ Arbie M. Dale ~

For an article on the power of control, visit:

<http://www.stressstop.com/articles/article2.html>

"All blame is a waste of time. No matter how much fault you find with another, and regardless of how much you blame him, it will not change you. The only thing blame does is to keep the focus off you when you are looking for external reasons to explain your unhappiness or frustration. You may succeed in making another feel guilty about something by blaming him, but you won't succeed in changing whatever it is about you that is making you unhappy."

~ Wayne Dyer ~

"It is not only what we do, but also what we do not do, for which we are accountable."

~ Moliere ~

"If you are distressed by anything external, the pain is not due to the thing itself but to your own estimate of it; and this you have the power to revoke at any moment."

~ Marcus Aurelius ~

"When we blame, we give away our power."

~ Greg Anderson ~

For an article on "Ending the Blame and Shame Game" in the workplace,

visit: <http://www.abetterworkplace.com/088.html>

"Addiction is any compulsive, habitual behavior that limits the freedom of human desire."

~ Gerald G. May ~

"Always watch where you are going. Otherwise, you may step on a piece of the Forest that was left out by mistake."

~ Pooh's Little Instruction Book ~

"I find it unusual that it is more socially acceptable to complain about what you have than it is to ask for what you want."

~ Phil Lout ~

"The comes a time when we aren't allowed not to know."

~ Judith Voirst ~

For information on recognizing the warning signs and risk factors for school violence, visit:

<http://www.cnn.com/2001/fyi/teachers.ednews/03/06/secret.service/>

RULES AND REGULATIONS

"Only one thing is impossible for God: to find any sense in any copyright law on the planet...Whenever a copyright law is to be made or altered, then the idiots assemble."

~Mark Twain~

For clear, concise information on copyright laws, including copyrights and the internet, visit: <http://whatiscopyright.org/>

"The IRS spends God knows how much of your tax money on these toll-free information hot lines staffed by IRS employees, whose idea of a dynamite tax tip is that you should print neatly. If you ask them a real tax question, such as how you can cheat, they're useless. So, for guidance, you want to look to big business. Big business never pays a nickel in taxes, according to Ralph

Nader, who represents a big consumer organization that never pays a nickel in taxes..."
~ Dave Barry ~

Tax time is rapidly approaching. For tax resources, tools and guides, visit: <http://www.nytimes.com/library/financial/index-taxes.html>

"Your food stamps will be stopped effective March 1992 because we received notice that you passed away. May God bless you. You may reapply if there is a change in your circumstances."
~Department of Social Services, Greenville, South Carolina~

SELF WORTH

"Blessed are they who heal us of self-despising. Of all services which can be done to man, I know of none more precious."
~William Hale White~

"If you have no confidence in self you are twice defeated in the race of life. With confidence you have won even before you have started. "
~ Marcus Garvey (1887 - 1940) Jamaican political leader ~

For resources on nuturing self-confidence, visit:
http://www.mapnp.org/library/prsn_wll/confdenc.htm

"We are each so much more than what some reduce to measuring."
~Karen Kaiser Clark~

How useful are style inventories in training and development?
Visit: <http://www.work911.com/articles/styles.htm>

"No one can make you feel inferior without your consent."
~Eleanor Roosevelt~

How does self-concept and language affect how we feel?
Visit: <http://www.newfieldaus.com.au/articles/LanguageAndSuffering.htm>

Be able to be alone. Lose not the advantage of solitude, and the society of thyself."

~ Thomas Browne (1605 - 1682) English physician, writer ~

For a piece on "Inhabiting Your Solitude", visit:
<http://www.lifechallenges.org/door/odono.html>

"I myself for having believed for so long that...I was never good enough to have, get, be what I wanted."

~ Ceanne DeRohan ~

For an article on self-esteem and self-efficacy, visit:
<http://imt.net/~randolfi/esteem.html>

"Too many people overvalue what they are not and undervalue what they are."

~ Malcolm Forbes ~

For 20 ideas for building self-worth in the workplace, visit:
<http://www.betterworkplacenow.com/important.html>

"I'd gone through life believing in the strength and competence of others; never in my own. Now, dazzled, I discovered that my capacities were real. It was like finding a fortune in the lining of an old coat."

~ Joan Mills ~

"A wave of anger washed over me, anger against myself, at my age at the time, that stupid lyrically age, when a man is too great a riddle to himself to be interested in the riddles outside himself and when other people are mere walking mirrors in which he is amazed to find his own emotions, his own worth."

~Milan Kundera~

For information on developing a clear and accurate self-image, visit:
<http://www.region.peel.on.ca/health/commhlth/selfest/selfimg.htm>

"Nothing splendid has ever been achieved except by those who dared believe

that something inside them was superior to circumstance."
~Bruce Barton~

For some great confidence building tips, visit:
<http://www.shpm.com/articles/depress/confiden.html>

"The man who is aware of himself is henceforward independent; and he is never bored, and life is only too short, and he is steeped through and through with a profound yet temperate happiness."
~ Virginia Woolf ~

"I care not so much what I am in the opinion of others as what I am in my own; I would be rich of myself and not by borrowing."
~Michel Montaigne~

"Argue for your limitations and sure enough they're yours."
~Richard Bach~

"It is hard to fight an enemy who has outposts in your head."
~ Sally Kempton ~

For an article on breaking the cycle of self-sabotage, visit:
<http://geocities.com/HotSprings/Villa/6846/awareness.html>

"There is no exception to the rule that everybody likes to be an exception to the rule."
~Malcolm Forbes~

"A noble man compares and estimates himself by an idea which is higher than himself; and a mean man, by one lower than himself. The one produces aspiration; the other ambition, which is the way in which a vulgar man aspires."
~ Joseph Conrad ~

For an article on Baby Boomers and ambition, visit:
<http://www.fastcompany.com/online/39/brilliant.html>

SERVICE

"You must be the change you wish to see in the world."
~Ghandi~

Interested in mentoring? Visit <http://www.mentoring.org/> for mentoring information, links, and resources.

"There should be less talk; a preaching point is not a meeting point. What do you do then? Take a broom and clean someone's house. That says enough."
~ Mother Teresa ~

For articles on volunteerism, visit: <http://www.energizeinc.com/art.html>

"You begin saving the world by saving one man at a time; all else is grandiose romanticism or politics."
~ Charles Bukowski ~

"This is the one true joy in life, being used for a purpose recognized by yourself as a mighty one; being a force of nature instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy.

I am of the opinion that my life belongs to the whole community and as long as I live it is my privilege to do for it whatever I can.

I want to be thoroughly used up when I die, for the harder I work, the more I live. I rejoice in life for its own sake. Life is no 'brief candle' to me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."
~George Bernard Shaw~

Visit the American Red Cross online at: <http://www.redcross.org/>

"In helping others, we shall help ourselves, for whatever good we give out completes the circle and comes back to us."

~ Flora Edwards ~

For resources on volunteer and charitable opportunities around the world, visit: <http://www.givespot.com/>

"Everybody wants to do something to help, but nobody wants to be the first."

~Pearl Bailey~

Ever considered starting a non-profit organization? For a list of resources, visit <http://www.lib.msu.edu/harris23/grants/znpbib.htm>

"Mutual aid is as much a law of animal life as mutual struggle."

~ Prince Pyotr Kropotkin ~

Is altruism and generosity the real means to "survival of the fittest"? Visit: <http://www.fastcompany.com/online/29/paranoia.html> for an article on the new Darwinism.

"If you can't feed a hundred people, then feed just one."

~ Mother Teresa ~

To donate food to the hungry (at no cost to you) visit: <http://www.thehungersite.com/cgi-bin/WebObjects/CTDSites> and click on the "donate free food" button.

"In the quiet hours when we are alone and there is nobody to tell us what fine fellows we are, we come sometimes upon a moment in which we wonder, not how much money we are earning, nor how famous we have become, but what good we are doing."

~A.A. Milne~

How can your business encourage and support employee volunteerism? Visit: <http://www.nald.ca/fulltext/heritage/ComPartnE/WrkplE1.htm#What>

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve."

~ Albert Schweitzer ~

"What we do for ourselves dies with us. What we do for others and the world remains and is immortal."

~ Albert Pine ~

To find volunteer opportunities, visit VolunteerMatch online at:
<http://www.volunteermatch.org/>

"You have not lived until you have done something for someone who can never repay you."

~John Bunyan~

"We should give as we would receive, cheerfully, quickly, and without hesitation; for there is no grace in a benefit that sticks to the fingers."

~Seneca~

"Complete possession is proved only by giving. All you are unable to give possesses you."

~Andre Gide~

"When I give food to the poor, they call me a saint. When I ask why the poor have no food, they call me a communist."

~Dom Heider Camera~

For links to resources on systems thinking, visit:
<http://www.uni-klu.ac.at/~gossimit/linklist.php>

SIMPLIFYING

"Besides the noble art of getting things done, there is the noble art of leaving things undone. The wisdom of life consists in the elimination of nonessentials."

~Lin Yu Tang~

For tips on how to start simplifying your life, visit:

<http://www.simplifylife.com/start.html>

"Our life is frittered away by detail. Simplify, simplify, simplify! I say, let your affairs be as two or three, and not a hundred or a thousand; instead of a million count half a dozen, and keep your accounts on your thumb-nail."
~ Henry David Thoreau ~

For tips on simplifying your life, visit:
<http://www.getmoredone.com/tips7.html>

"Through the years I have found it wonderful to acquire, but it is also wonderful to divest. It's rather like exhaling."
~ Helen Hayes ~

For a piece on simplifying your life, visit:
<http://www.simplifylife.com/i-simpleanswers.html>

"Maintaining a complicated life is a great way to avoid changing it."
~ Elaine St. James ~

"Keep what is worth keeping
And with the breath of kindness
Blow the rest away"
~Dinah Mulock Craik~

"Simplicity of life, even the barest, is not a misery, but the very foundation of refinement; a sanded floor and whitewashed walls and the green trees, and flowery meads, and living waters outside."
~ William Morris (1834 - 1896) English craftsman, poet ~

"Let your boat of life be light, packed only with what you need--a homely home and simple pleasures, one or two friends worth the name, someone to love and to love you, a cat, a dog, enough to eat and enough to wear, and a little more than enough to drink, for thirst is a dangerous thing."
~Jerome~

"More important than learning how to recall things is finding ways to forget things that are cluttering the mind."

~ Eric Butterworth ~

"It is not the greatness of a man's means that makes him independent, so much as the smallness of his wants."

~ Willam Cobbett ~

"Well, I must put on my old duds and clear the ashes out of the cellar. I used to think I was out of my sphere when doing that kind of work but now I think differently. Such things do a man a world of good if he can only bring himself to think so."

~Edwin Arlington Robinson, Untriangulate~

Visit Habitat for Humanity at:

<http://www.habitat.org/default.aspx>

SPEECHES

"Speech-making is exactly like childbirth. You are so glad to get it over with."

~John Barrymore~

"A speech is a solemn responsibility. The man who makes a bad thirty-minute speech to two hundred people wastes only a half hour of his time. But he wastes one hundred hours of the audience's time - more than four days - which should be a hanging offense."

~ Jenkin Lloyd Jones ~

"There are always three speeches, for every one you actually gave. The one you practiced, the one you gave, and the one you wish you gave."

~ Dale Carnegie ~

For "The Top 10 Tips to Preparing a Super Speech", visit:

<http://www.topten.org/public/AU/AU35.html>

"I sometimes marvel at the extraordinary docility with which Americans

submit to speeches."
~ Adlai E. Stevenson ~

"Make sure you have finished speaking before your audience has finished listening."
~ Dorothy Sarnoff ~

SPIRITUALITY

"We understand that the corporation is an entity only in that it is an expression of each of us as individuals. We know that the soul and the spirit, the gifts, the heart, and dignity of each of us combine to give the corporation these same qualities...the corporation can never be something we are not."
~Max Depree~

How can we be fully alive and contribute the best of ourselves in the workplace?

Visit: <http://www.personal-development.com/articles/alive.htm>

"This is the reality we live: aspiring to be at our best, longing for and sometimes finding meaning and connection within ourselves and with that which is larger than ourselves, we are undone by messy bathrooms, traffic jams, and burnt toast. I am not interested in a spirituality that cannot encompass my humanness."
~ Oriah Mountain Dreamer ~

For an article on spirituality in the workplace, visit:
<http://www.martinrutte.com./heart.html>

"Don't let your hearts grow numb. Stay alert. It is your soul that matters."
~ Albert Schweitzer ~

"We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light."
~ Plato ~

"Possession of material riches, without inner peace, is like dying of thirst while bathing in a lake."

~ Paramahansa Yogananda~

STRESS

"It's not stress that kills us, it's our reaction to it."

~ Hans Selye ~

For stress management tips for executives, visit:

<http://www.industryweek.com/CurrentArticles/asp/articles.asp?ArticleId=855>

"Stress is basically a disconnection from the earth, a forgetting of the breath. Stress is an ignorant state. It believes that everything is an emergency. Nothing is that important. Just lie down."

~ Natalie Goldberg ~

For a detailed report on workplace stress from the National Institute for Occupational Safety and Health, visit:

<http://www.cdc.gov/niosh/stresswk.html>

"Every stress leaves an indelible scar, and the organism pays for its survival after a stressful situation by becoming a little older."

~ Hans Selye (1907 - 1982) Austrian-Hungarian endocrinologist ~

"Tension is who you think you should be, relaxation is who you are."

~ Ancient Chinese Proverb ~

For a piece on controlling internally generated stress, visit:

http://www.mindtools.com/pages/article/newTCS_05.htm

Stress is an ignorant state. It believes that everything is an emergency."

~ Natalie Goldberg ~

"When Mozart was composing at the end of the eighteenth century, the

city of Vienna was so quiet that fire alarms could be given verbally, by a shouting watchman mounted on top of St. Stefan's Cathedral. In twentieth-century society, the noise level is such that it keeps knocking our bodies out of tune and out of their natural rhythms. This ever-increasing assault of sound upon our ears, minds, and bodies adds to the stress load of civilized beings trying to live in a highly complex environment."
~ Steven Halpern ~

For noise related resources, visit the Noise Pollution Clearinghouse at: <http://www.nonoise.org/>

SUCCESS

What is Success?

"In Italy for thirty years under the Borgias they had warfare, terror, murder and bloodshed, but they produced Michelangelo, Leonardo da Vinci and the Renaissance. In Switzerland they had brotherly love; they had five hundred years of democracy and peace, and what did they produce? The cuckoo clock."
~Graham Greene~

"In Italy under the Borgias they had thirty years of murder, bloodshed, and warfare, and they produced indigestible noodles, boring operas, and the Fiat. In Switzerland, they had brotherly love, five hundred years of democracy and peace, and what did they produce? The Swiss bank account, the best cheese in the world, and Heidi."
~Gordon Bressack and Charles M. Howell IV~

"My mother drew a distinction between achievement and success. She said that 'achievement is the knowledge that you have studied and worked hard and done the best that is in you. Success is being praised by others, and that's nice, too, but not as important or satisfying. Always aim for achievement and forget about success.'"
~ Helen Hayes ~

"The secret of the truly successful, I believe, is that they learned very early in life how not to be busy. They saw through that adage, repeated to me so often in childhood, that anything worth doing is worth doing well. The truth is, many things are worth doing in the most slovenly, halfhearted fashion possible, and many other things are not worth doing at all."

~Barbara Ehrenreich~

"You know you've achieved success in your field when you don't know whether what you are doing is work or play."

~ Warren Beatty ~

For an article on work-as-play, visit:

<http://www.soulfulliving.com/workasplay.htm>

"Of course there is no formula for success except, perhaps, an unconditional acceptance of life and what it brings."

~ Artur Rubinstein ~

For some inspirational thoughts on acceptance, visit:

<http://www.higherawareness.com/acceptance.shtml>

"Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful."

~ Albert Schweitzer ~

For a piece on the real meaning of success, visit:

<http://www.fastcompany.com/online/66/mylife.html>

"You will be a failure, until you impress the subconscious with the conviction you are a success. This is done by making an affirmation which clicks."

~ Florence Scovel Shinn, US illustrator, metaphysicist ~

For a piece on self-affirmations, visit: <http://www.mindpub.com/art220.htm>

TEAMS

"The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals?"

~ Rensis Likert ~

For an article on team motivation, visit:

<http://www.innovativeteambuilding.co.uk/pages/articles/motivation.htm>

"I've always found that the speed of the boss is the speed of the team."
~ Lee Iacocca ~

For tips on leading teams, visit:
http://www.teambuildinginc.com/article_kiwanis.htm

"A team should never practice on a field that is not lined. Your players have to become aware of the field's boundaries."
~ John Madden, US football coach, sportscaster ~

For a series of articles on creating and maintaining healthy workplace boundaries, visit: <http://www.abetterworkplace.com/boundaries.html>

"Teamwork is the ability to work together toward a common vision, the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results."
~ Anonymous ~

TECHNOLOGY

"A computer lets you make more mistakes faster than any invention in human history--with the possible exceptions of handguns and tequila."
~ Mitch Ratliffe ~

"What business has science and capitalism got, bringing all these new inventions into the works, before society has produced a generation educated up to using them?"
~Henrik Ibsen~

"Technology . . . is a queer thing. It brings you great gifts with one hand, and it stabs you in the back with the other."

~ C. P. Snow (1905 - 1980) English novelist, scientist, government official ~

For computer and technology humor links, visit:
<http://www.geocities.com/CollegePark/6174/h--compu.html>

"Don't anthropomorphize computers--they hate it."
~ Anonymous ~

What makes computers prime targets for transference?
Visit: <http://www.rider.edu/users/suler/psycyber/comptranf.html>

"We are monumentally distracted by a pervasive technological culture that appears to have a life of its own, one that insists on our full attention, continually seducing us and pulling us away from the opportunity to experience directly the true meaning of our own lives."
~Al Gore~

For an interview with Professor Radermacher from the University of Ulm on the issue of technology and sustainability, visit: <http://www.connected.org/is/radermacher.html>

"We use the Internet as an enabling technology to sell community, collaboration, loyalty, time to market, and better information delivered sooner. We have to convince the rest of the company that those things have an impact on everything else -- our budget, our strategy, our margins. Half the work we do here is evangelizing."
~Peter Dames, Toyota Motor Sales' e-commerce team~

During the heat of the space race in the 1960's, the U.S. National Aeronautics and Space Administration decided it needed a ball point pen to write in the zero gravity confines of its space capsules. After considerable research and development, the Astronaut Pen was developed at a cost of about US \$1 million. The pen worked and also enjoyed modest success as a novelty item back here on earth. The Soviet Union, faced with the same problem, used a pencil.
~Source Unknown~

Before you become too entranced with gorgeous gadgets and

mesmerizing video displays, let me remind you that information is not knowledge, knowledge is not wisdom, and wisdom is not foresight. Each grows out of the other, and we need them all."
~ Arthur C. Clarke ~

For an article on technology and the myth of information, visit:
<http://www.alliesconsulting.com/resources/articles/techenuf.html>

"Why is it drug addicts and computer aficionados are both called users?"
~ Clifford Stoll ~

"By his very success in inventing labor-saving devices, modern man has manufactured an abyss of boredom that only the privileged classes in earlier civilizations have ever fathomed."
Lewis Mumford (1895 - 1990) US urban planner, historian

TIME MANAGEMENT

"I definitely am going to take a course on time management . . . just as soon as I can work it into my schedule."
~ Louis Boone ~

"'Never put off until tomorrow what you can do today.' Under the influence of this pestilent morality, I am forever letting tomorrow's work slop backwards into today's, and doing painfully and nervously today what I could do quickly and easily tomorrow."
~ J. A. Spender ~

"Wasting time is negative, but there is something positive about idleness."
~ J. Russel Lynes (1910 - 1991) US author, editor ~

How can companies make the most of down time? Visit:
<http://www.fastcompany.com/online/49/slackoff.html>

"Time is the scarcest resource of the manager; If it is not managed, nothing else can be managed."

~ Peter Drucker ~

Visit http://www.mindtools.com/pages/main/newMN_HTE.htm for time management resources.

"Much can be done in those little shreds and patches of time, which every day produces, and which most men throw away, but which nevertheless will make at the end of it no small deduction for the life of man."

~C.C. Colton~

For Tips for Life Balance and Time Management, visit:
<http://www.aafp.org/fpm/990300fm/balancing.html>

"Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michaelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson and Albert Einstein."

~ H. Jackson Brown ~

"I would I could stand on a busy corner, hat in hand, and beg people to throw me all their wasted hours."

~ Bernard Berenson ~

For an article on putting a priority on your time, visit:
<http://www.personal-development.com/articles/time.htm>

"In reality, killing time is only the name for another of the multifarious ways by which Time kills us."

Osbert Sitwell (1892 - 1969) English author

TRUST

"Trust is the lubrication that makes it possible for organizations to work."

~ Warren Bennis ~

For information on using testimonials to build credibility and earn trust, visit: <http://www.writeedge.com/articles/customertrust.asp>

"It is impossible to go through life without trust: that is to be imprisoned in the worst cell of all, oneself."
~ Graham Henry Greene ~

For part one of a three part series on trust, visit:
<http://www.abetterworkplace.com/086.html>
(click on the right arrow at the bottom of the article for the next article in the series)

"Those who trust us educate us." ~ George Eliot ~

For resources on building trust, visit:
<http://www.mapnp.org/library/intrpsnl/trust.htm>

"Anxiety in human life is what squeaking and grinding are in machinery that is not oiled. In life, trust is the oil."
~ Henry Ward Beecher (1813 - 1887) US clergyman, abolitionist ~

For an article on building trust, visit:
<http://www.learningcenter.net/library/trust.shtml>

TRUTH

"To live in the presence of great truths and eternal laws, to be led by permanent ideals--that is what keeps a man patient when the world ignores him, and calm and unspoiled when the world praises him."
~Honore De Balzac~

"I love you, and because I love you, I would sooner have you hate me for telling you the truth than adore me for telling you lies."
~Pietro Aretino~

For an article on Radical Honesty, visit:
<http://www.fastcompany.com/online/10/truth.html?from=www.radicalhonesty.com>

"I know that most men, including those at ease with problems of the

greatest complexity, can seldom accept even the simplest and most obvious truth if it be such as would oblige them to admit the falsity of conclusions which they have delighted in explaining to colleagues, which they have proudly taught to others, and which they have woven, thread by thread, into the fabric of their lives."

~Tolstoy~

"I believe that unarmed truth and unconditional love will have the final word in reality. That is why right, temporarily defeated, is stronger than evil triumphant."

Martin Luther King, Jr.

For a collection of the works of Martin Luther King, Jr., visit:

<http://www.stanford.edu/group/King/>

A "No" uttered from deepest conviction is better and greater than a "Yes" merely uttered to please, or what is worse, to avoid trouble.

~ Mahatma Ghandi ~

"Every day we slaughter our finest impulses. That is why we get a heart-ache when we read those lines written by the hand of a master and recognize them as our own, as the tender shoots which we stifled because we lacked the faith to believe in our own powers, our own criterion of truth and beauty. Every man, when he gets quiet, when he becomes desperately honest with himself, is capable of uttering profound truths. We all derive from the same source. There is no mystery about the origin of things. We are all part of creation, all kings, all poets, all musicians; we have only to open up, to discover what is already there."

~ Henry Miller (Sexus) ~

"People who are brutally honest get more satisfaction out of the brutality than out of the honesty."

~ Richard J. Needham ~

"If everybody lives roughly the same lies about the same things, there is no one to call them liars. They jointly establish their own sanity and call

themselves normal."
~Ernest Becker~

How does self deception perpetuate unhealthy organizations?
Visit: <http://shpm.com/articles/wf/addorg.html>

VALUES

"Expedients are for the hour, but principles are for the ages. Just because the rains descend, and the winds blow, we cannot afford to build on shifting sands."
~Henry Ward Beecher~

"When you look at businesses as being the most powerful institution in society, more powerful than a Church, more powerful than politics ... if you don't have a moral imperative or a sympathy for everything you do now in business, God help us all."
~ Anita Roddick, Co-Chair and Founder, The Body Shop ~

"We must be steady enough in ourselves, to be open and to let the winds of life blow through us, to be our breath, our inspiration; to breathe with them, mobile and soft in the limberness of our bodies, in our agility, our ability, as it were, to dance, and yet to stand upright....."
~Mary Caroline Richards~

"A good company delivers excellent products and services, and a great company does all that and strives to make the world a better place."
~ William Ford Jr., Chairman, Ford Motor Co. ~

Visit Business for Social Responsibility at: <http://www.bsr.org>

"Not just in commerce, but in the world of ideas too, our age is putting on a veritable clearance sale. Everything can be had so dirt cheap that one begins to wonder whether in the end anyone will want to make a bid."
~Soren Kierkegaard~

VIOLENCE

"I write about violence as naturally as Jane Austen wrote about manners. Violence shapes and obsesses our society, and if we do not stop being violent we have no future."

~ Edward Bond ~

For an article on workplace violence, visit:

<http://management.about.com/smallbusiness/management/library/weekly/a122600.htm>

"We are drowning our youngsters in violence, cynicism and sadism piped into the living room and even the nursery. The grandchildren of the kids who used to weep because the Little Match Girl froze to death now feel cheated if she isn't slugged, raped and thrown into a Bessemer converter."

~Jenkin Lloyd Jones ~

VISION

"Everyone takes the limits of his own vision for the limits of the world."

~Arthur Schopenhauer~

In 1927, film producer Harry Warner said, "Who the hell wants to hear actors talk?"

In 1905, Grover Cleveland said, "Sensible and responsible women do not want to vote."

In the 1830s, Dionysius Lardner, author of "The Steam Engine Explained and Illustrated," said, "Rail travel at high speeds is not possible because passengers, unable to breathe, would die of asphyxia."

When told of Robert Fulton's steamboat, Napoleon said, "What, sir, would you make a ship sail against the wind and currents by lighting a bonfire under her deck? I pray you, excuse me, I have not the time to listen to such nonsense."

Thomas Edison said, "Just as certain as death, George Westinghouse will kill a customer within six months after he puts in an electric system of any size," and "the phonograph has no commercial value at all."

"This telephone has too many shortcomings to be considered as a means of communication," said the president of Western Union in 1876. "The device is of inherently no value to us."

The president of Michigan Savings Banks advised Henry Ford's lawyer not to invest in the Ford Motor Company because, he said, "The horse is here to stay, the automobile is a novelty."

In 1921, radio pioneer David Sarnoff said, "The wireless music box has no imaginable commercial value. Who would pay for a message sent to nobody in particular?"

In 1926, Lee DeForest, inventor of the vacuum tube, said, "While theoretically and technically television may be feasible, commercially and financially I consider it an impossibility."

"We don't like their sound, and guitar music is on the way out anyway," said the president of Decca Records, rejecting the Beatles in 1962.

Darryl Zanuck observed, in 1946, "Television won't last because people will soon get tired of staring at a plywood box every night."

The chairman of IBM said, "I think there is a world market for about five computers," in 1943.

"There is no reason for any individual to have a computer in his home," said the president of Digital Electronic Corporation in 1977.

Visionary designer Buckminster Fuller said, in 1966, "By 2000, politics will simply fade away. We will not see any political parties."

Social scientist David Riesman declared, in 1967, "If anything remains more or less unchanged, it will be the role of women."

As Fats Waller, one of the great philosophers of the twentieth century, observed, "One never knows, do one?" That is an excellent adage for futurists.

"We need to learn to set our course by the stars, not by the lights of every passing ship."

~Omar Nelson Bradley ~

What happens when a CEO's vision changes with each passing ship?
Visit: <http://www.strategicdevelopment.com/guest042000b-cont.htm>

"Visions without action is merely a dream. Action without vision just passes the time. Vision with action can change the world."

~Joel Barker~

"Your vision will become clear only when you look into your heart ...
Who looks outside, dreams. Who looks inside, awakens."
~ Carl Jung~

"They are ill discoverers that think there is no land, when they can see
nothing but sea."
~Francis Bacon~

For an article on fostering creative vision, visit:
<http://www.prosci.com/visions.htm>

"A tree that can fill a span of a man's arms grows from a downing tip; a
terrace nine stories high rises from hodfuls of earth; a journey of a
thousand miles starts from beneath one's feet."
~Lao-Tzu~

VOCATION

"She is so totally absorbed in a vocation -- both a gift and a mastering
passion -- that she has no time to be absorbed with the self's worries about
itself. And that is the moral of the story: You can pursue happiness by
wearing a torn jersey. You can catch it by being good at something you
love."
~ George F. Will ~

"Vocations which we wanted to pursue, but didn't, bleed, like colors, on the
whole of our existence."
~ Honore de Balzac (1799 - 1850) French author ~

"Each man has his own vocation; his talent is his call. There is one
direction in which all space is open to him."
~ Ralph Waldo Emerson ~

For an exercise to help you determine your direction, visit:
<http://simplifylife.com/lovework.html>

"There is no easy formula for determining right and wrong livelihood, but it is essential to keep the question alive. To return the sense of dignity and honor to manhood, we have to stop pretending that we can make a living at something that is trivial or destructive and still have sense of legitimate self-worth. A society in which vocation and job are separated for most people gradually creates an economy that is often devoid of spirit, one that frequently fills our pocketbooks at the cost of emptying our souls."

~ Sam Keen ~

For a piece on finding a socially responsible job, visit:

http://wings.buffalo.edu/sa/uben/articles/meaningful_work.htm

WISDOM

"We should be careful to get out of an experience only the wisdom that is in it--and stop there; lest we be like the cat that sits down on a hot stove lid. She will never sit on a hot stove lid again--and that is well; but also she will never sit down on a cold one anymore."

~Mark Twain~

What is wisdom? For a compilation of wisdom related resources, including on-line texts, books, information about organizations that promote wisdom, and listserv groups, visit The Wisdom Page at

<http://www.cop.com/info/wisdompg.html>

WORK/WORKPLACE

"For many of us who work, there exists an exasperating discontinuity between how we see ourselves as persons and how we see ourselves as workers. We need to eliminate that sense of discontinuity and restore a sense of coherence in our lives. Work should be and can be productive and rewarding, meaningful and maturing, enriching and fulfilling, healing and joyful."

~Max Depree~

Visit:

http://www.heartmath.com/company/proom/articles/achieving_coherence_article.html for the article "Achieving Coherence out of Chaos".

"Work is a substitute "religious" experience for many workaholics."
~ Mary Daly, US theologian ~

For an article on avoiding workaholism, visit:
<http://selfhelpmagazine.com/articles/wf/work.html>

"In Japan, employees occasionally work themselves to death. It's called Karoshi. I don't want that to happen to anybody in my department. The trick is to take a break as soon as you see a bright light and hear dead relatives beckon."

~ Scott Adams in The Dilbert Principle, 1996~

"People are still willing to do an honest day's work. The trouble is they want a week's pay for it."

~ Joey Adams ~

"One of the saddest things is that the only thing that a man can do for eight hours a day, day after day, is work. You can't eat eight hours a day nor drink for eight hours a day nor make love for eight hours -- all you can do for eight hours is work. Which is the reason why man makes himself and everybody else so miserable and unhappy."

~ William Faulkner ~

"You may know for a certainty that if your work is becoming uninteresting, so are you; for work is an inanimate thing and can be made lively and interesting only by injecting yourself into it. Your job is only as big as you are."

~ George C. Hubb ~

For an piece on being "fully alive from 9-5", visit:
<http://www.personal-development.com/articles/alive.htm>

"Networking is an enrichment program, not an entitlement program."

~ Susan RoAne, US management consultant, writer ~

For tips on improving your networking ability, visit:
<http://www.strategicdevelopment.com/georgesmartjune2000.htm>

"Appealing workplaces are to be avoided. One wants a room with no view, so imagination can meet memory in the dark."
~ Annie Dillard ~

What changes can we expect in the look and feel of the American workspace?
Visit:
<http://www.fastcompany.com/roadshow/2001/backseat/futurework.html>

By working faithfully eight hours a day, you may eventually get to be a boss and work twelve hours a day.
~ Robert Frost ~

Are you self employed? If so, how are you at self-management? Take an online assessment at:
<http://www.myprimetime.com/work/solo/static/boss/index.shtml?v=626&p=3709>

"The trouble with unemployment is that the minute you wake up in the morning you're on the job."
~Slappy White~

For "The Top Ten Commandments for Coping with Job Loss," visit:
<http://www.topten.org/content/tt.AB22.htm>

"Reliable office staff come in the shape of mature married women working from 9:30 to 3:30 (inside school hours) during which they will do more than the 9-5ers."
~ Chris Brasher ~

"A committee is a group that keeps minutes and loses hours."
~ Milton Berle ~

"Business conventions are important because they demonstrate how many people a company can operate without."
~Unknown~

For "Reflections on a Misspent Week", a humourous look at one man's musings during a convention week, visit:
<http://www.ewin.com/articles/convents.htm>

"It is all one to me if a man comes from Sing Sing Prison or Harvard. We hire a man, not his history."
~ Henry Ford ~

How can you guard against poor hiring decisions? Visit:
<http://www.shpm.com/articles/wf/liars.html>

"A lot of fellows nowadays have a B.A., M.D., or Ph.D. Unfortunately, they don't have a J.O.B."
~Fats Domino~

"Any committee that is the slightest use is composed of people who are too busy to want to sit on it for a second longer than they have to."
~ Katherine Whitehorn, English writer, essayist ~

For an article on better committee design, visit:
<http://www.olanhendrix.com/articles/newdesign.html>

"Waste of time. One guy's usually callin' the shots, and everybody else just wants to try and look good."
~Elvis Presley, on meetings~

WRITING-

"It is the hardest thing in the world to put feeling, and deep feeling, into words. From the standpoint of expression, it is easier to write a Das Kapital in four volumes than a simple lyric of as many stanzas."
~Jack London~

Need to expand your feelings vocabulary? Visit:
<http://www.region.peel.on.ca/health/commhlth/selfest/vocab.htm>

"Don't write so that you can be understood, write so that you can't be misunderstood.

~ William Howard Taft ~

"Four hostile newspapers are more to be feared than a thousand bayonets."

~Napoleon~

"Writing is easy; all you do is sit staring at a blank sheet of paper until the drops of blood form on your forehead."

~ Gene Fowler ~

"I have made this letter longer than usual, only because I have not had the time to make it shorter."

~ Blaise Pascal ~

For tips on reducing wordiness in your writing, visit:

<http://leo.stcloudstate.edu/style/wordiness.html>

"I never made a mistake in grammar but one in my life and as soon as I done it I seen it."

~ Carl Sandburg (1878 - 1967) US poet, biographer ~

"Writing is great for keeping records and putting down details, but talk generates ideas. Great things come from our luncheon meetings which consist of a sandwich, a cup of soup, and a good idea or two. No martinis."

~ T. Boone Pickens, US Investor ~

For information on how to have great meetings, visit:

<http://www.fastcompany.com/online/23/begeman.html>

"Not only is your story worth telling, but it can be told in words so painstakingly eloquent that it becomes a song."

~ Gloria Naylor, US novelist, educator ~

About the Editors

George Smart is Managing Partner of Strategic Development, Inc. in Research Triangle Park, North Carolina. Over the last 25 years, Boeing, Bayer, Microsoft, GlaxoSmithKline, Duke University, and nearly 400 other organizations have consulted him for leadership development and executive coaching. George is a frequent speaker to corporate leadership development programs and was 2004 Member of the Year for the Carolinas Chapter, National Speakers Association. Away from the podium, George plays armchair detective in search of the Knights Templar, special agents of the Pope in the 12th Century. His book The Knights Templar Chronology is available on Amazon and was part of a History Channel special, "Decoding the Past," which runs about every month, really late at night.

Cindy Stratton is only employee of Strategic Development, Inc. in Research Triangle Park, North Carolina. Over the last 10 years, she has wisely kept George out of the office making money so she can spend it. While Cindy prefers to stay anonymous, George would not allow her years of work on this book -- 18 hours a day, six days a week, in a basement cubical without light or water or heat or food -- to go uncredited. Just kidding, there was a candle and some Nabs. Cindy lives in Chapel Hill with her banker-husband Tim, their two daughters, and a growing menagerie on their mini-ranch affectionately dubbed The Low Chaparral. She has won Strategic Development's Employee of the Year award a record thirteen times.