

Business Lessons for the SH&E Manager: The Difference Maker

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Introduction

Motivational speakers have famously touted the slogan, "attitude is everything." While there's no doubt about the power of a positive outlook, attitude alone won't take you to the top. By itself, attitude is unable to resurrect a doomed business plan or make up for a deficiency of knowledge. Attitude can't alter reality or reverse a dire financial situation.

The, "attitude is everything," doctrine becomes dangerous when a person lives on hope rather than paying his or her dues for success. The mindset, "Everything will turn out for the best," substitutes for planning and effort. Attitude has undeniable benefit, but it's not a magic ticket that compensates for failure to perform. You cannot disconnect attitude from reality and expect to be successful.

Since attitude has too often been presented as a cure-all, I'd like clear away unrealistic impressions of what attitude can accomplish. At the same time, I'd like to advocate the sensational upside of a great attitude.

Where Did you Get Your Attitude?

Personality – Who You Are

Your personality is a contributor to the attitude you have. There are many types of personalities. Whatever personality you have has an impact on your attitude. Typically there are four continuums: Judging versus perceiving, sensing versus intuitive, thinking versus feeling, and introvert versus extrovert. How you weave these attributes together contributes to your composite personality.

Environmental – What's Around You

This includes your where you live, your childhood, social status, friends, co-workers, department, home, etc. All these make up the environment that contributes to our composite personality.

The Expression of Others – What You Feel

Many of us can remember those harsh exchanges with bosses and co-workers throughout our career. People that have been hurt are far more sensitive to harsh or toxic people in the workforce. As a result they may overreact to something you think is trivial. Similarly, positive words can have significant impact on your attitude. A few positive words can change someone's outlook on life and potentially a career choice.

Self-Image – How You See Yourself

Self-image is the way you see yourself. It does not matter, what others think of you. Self-image is what you think of yourself. Most of the people have difficulty in accepting the way they are. You ask people and a majority will say that they would rather be someone else than be who they actually are. Self-image is a number of self impressions that you have created over time. These impressions may either be positive or negative, depending on your experiences. Whatever you will do in life or achieve will be a direct manifestation of your mental image of your own self.

Exposure to Growth Opportunities – What You Experience

Voltaire likened life to a game of cards. Each player is dealt a set of cards to them. Once you have your cards in front of you, how you play them is your choice. You decide the risks and actions to take. The growth opportunities people experience are not all created equal. How we decide what path to take and the risks we choose to take have an impact on our attitude regarding how we view opportunities.

If you have been exposed to growth opportunities you will readily seize them when they identified. If you have not been exposed to growth opportunities, you may actually miss it because it was not recognized or you approached it with too much caution, and as a result the window closed.

Association with Peers – Who You Are With

We all recall the parental comment that bad company corrupts good morals. You become like the people with whom you spend time. Similarly, when we choose to spend time with those of a good attitude it positively affects our attitude.

Beliefs – What You Think

What likely sustains your present attitude is your thoughts. Every thought you have shapes your life. The way you think about your job (co-workers, friends, self, etc.), is summed up in your attitude. The sum of all your thoughts comprises your overall attitude. This is pretty powerful. Your thoughts become a manifest destiny.

Choices – What You Do

There are choices you make in life to make improvements. I know of people who are in menial jobs wanting to have more compensation. However, they are unwilling to make the effort to improve themselves. The choice they are making is not going to get them any more compensation in their career. It is like the old analogy, you can't teach a pig to sing; it wastes your time and annoys the pig. Early in life we get to make few choices, where you live, where you were born, your race, your genetic makeup. However, later in life, your life is shaped by the choices you make, your friends, the career you choose, the education you want, who you will marry, etc. The longer you live, the more choices you get to make. As a result, you are responsible for how your life turns out.

What Your Attitude Cannot Do For You

Your Attitude Cannot Substitute for Competence. In my leadership experience, I have made the mistake of hiring for attitude and discounting ability. I erroneously thought that positive people would eventually find a way to get the job done--even if they didn't have the exact abilities for their role. Unfortunately, there's no substitute for talent. An attitude of confidence cannot replace competence.

Your Attitude Cannot Substitute for Experience. Idealists have an intense desire to change the world and often have a courageous attitude to match their ambition. However, without experience, an idealist's

wave of enthusiasm will crash on the shores of reality. Certain leadership positions--due to their scope of responsibility--demand the kind of wisdom that is earned solely through experience.

Your Attitude Cannot Change the Facts. As John Adams said, "Facts are stubborn things." They may be painful to accept, but they cannot be ignored. Attitude alone cannot reverse financial numbers showing a company on the verge of bankruptcy. The reality for many companies involves difficult decisions like outsourcing or layoffs to cut costs.

By itself, Attitude Cannot Stem the Tide of an Evolving Industry. For instance, newspapers must adjust their advertising strategies to confront the fact that consumers are flocking online for news. Without a fundamental shift in their business models, traditional newspapers face extinction--regardless of the attitudes permeating their company cultures.

Your Attitude Cannot Substitute for Personal Growth. Attitude fills us with hope that we might reach our dreams. However, hope divorced from action proves false. In the words of musician Bruce Springsteen, "A time comes when you need to stop waiting for the man you want to become and start being the man you want to be." Never stop dreaming, but also never cease growing if you expect your dreams to come true.

What Your Attitude Can Do For You

Your Attitude Makes a Difference in Your Approach to Life. Our performance will likely match the expectations we have of ourselves or the expectations we allow others to impose upon us. In fact, it's very difficult to behave in a way that is contrary to self-expectations.

At the professional levels, athletes are encouraged to visualize themselves having a successful performance before competing. Visualization has proved to be a productive technique for enhancing an athlete's play. Likewise, flooding your mind with thoughts of successful leadership can be pivotal in setting healthy self-expectations.

Your Attitude Makes a Difference in Your Relationships with People. Many factors come into play when working with people, but what makes or breaks interpersonal skills is a person's attitude.

There are many people-related principles that you can use to become better at building relationships and working with others. Many of these principles are attitude-based. The questions are based on core principles of relationship building and include: Readiness, Focus, Trust, Investment and Synergy. What follows is a description of some principles that can make you a "Difference Maker."

The Readiness Question: Are We Prepared for Relationships?

The Lens Principle. Who we are determines how we see others. You are the lens through which you view the world. Who you are determines what you see, how you see others, how you view life, and what you do. Who you are is a combination of genetics, self-image, experiences, attitudes and relationships. Wanting to play a trick on his grandfather, the grandson smeared limburger cheese on his grandfather's mustache. When the grandfather awoke from his nap, everywhere he went smelled like stinky cheese. If you see yourself as stinky cheese, chances are the people around you will smell bad also.

Questions to ask yourself:

- If asked to write a statement describing human nature and people in general, what would you say?

- Would you describe your philosophy as optimistic, skeptical, tentative, or detached?
- What does your personal philosophy of others say about you?

The Mirror Principle. The first person we must examine is ourselves. A leader must cultivate accurate self-awareness, a strong self-image, ruthless self-honesty, and sustained self-improvement. In a hotel in New Zealand, Maxwell discovered a mirror in the employee break room. Written on the mirror were the words, “Take a good look at yourself. This is what the customer sees.”

Questions to ask yourself:

- If you were to ask family members, friends, and colleagues which of your practices and habits are causing more harm than good, what would they say?
- How do these factors affect your relationships?

The Pain Principle. Hurting people hurt people and are easily hurt. This principle is especially important to remember when faced with the challenge of leading difficult people. When dealing with hurtful people remember that they are probably a hurting person. Don’t take their actions personally. Look beyond the person to the problem. Don’t add to their hurt. Help them find help. If you are a hurtful person, get help.

Questions to ask yourself:

- Do you agree that we are most likely to react negatively to something in another person that we dislike about ourselves?
- How do you maintain compassion for hurting people without encouraging them to wallow in their pain or dump on you?

The Elevator Principle. We can lift people up or take them down in our relationships. This is a great principle! What impact do I have on the people around me? When someone engages me during the day, will they be going up or going down? A lifter shows up early and stays late, helps the people around him, and offers to go the extra mile. There are four kinds of people in the world – those who add, those who subtract, those who multiply and those who divide. A leader resolves to multiply the effectiveness of the people on the team.

Questions to ask yourself:

- Do people who don’t intentionally work at adding value to others automatically become subtractors? Why?
- What is the main difference between adders and subtractors? ...multipliers?

The Learning Principle. Each person we meet has the potential to teach us something. This principle is a demonstration of relational humility. The maturity process moves from arrogant – no one can teach me anything, to naïve – someone can teach me everything, to teachable – everyone can teach me something. Make learning your passion. Ask questions.

Questions to ask yourself:

- How are you when it comes to asking questions?
- When you meet people for the first time, do you ask questions to get to know them better?
- When you meet with a mentor or teacher, do you prepare questions in advance to make the best use of the time?

Attitude – Your Greatest Asset

Take Responsibility for Your Attitude. As SH&E professionals we strive to get employees to take responsibility for their actions. We too must take responsibility for our actions. Your attitude is chief among things with which we must take responsibility. If it is positive or negative, own up to it and admit it, it's yours.

Evaluate Your Present Attitude. What kind of attitude do you have? The real test is what kind of attitude do those around think you have? Where do you fall, optimist, pessimist or realist?

Develop the Desire to Change. If you fall on the negative side, make a decision to change. I know of no SH&E professionals sporting negative attitudes. I know of no CEOs or senior managers who want to hear nothing but negatives from their SH&E management.

Change Your Thoughts. Change in how you present the SH&E world. Surely, there are positives to present. Even though our performance is based on the absence of negative things happening, focus on the positives, not the negatives.

Develop Good Habits. I'm not saying that you should become a Pollyanna, but everything can be used as a positive. Severe incidents can be used to prevent future severe incidents from occurring. Everything has a positive learning opportunity in addition to the obvious negative. It is our job to make it as positive as possible.

Manage Your Attitude Daily. Admittedly, we will all have bad days. Understand that, however, don't focus on it. This too shall pass. Another day is coming and surely it will be better.

Evaluate Your Present Attitude

Identify Problem Feelings About Yourself. Things like, I'm balding, overweight, etc., are easy. I'm talking about the "can't do" attitude versus the "can do" attitude. Let's take an example. Your boss asks you to implement a management system. What is your response? Is it can do or can't do? Sure we can do it but we'll need resources and help from operations. Or, is it, NO way! We can't even get the employees to fill out confined space entry forms correctly. How do you expect them to understand a complicated management system?

Identify Problem Feelings Related to Others. We all enter relationships with biases. First impressions drive us. 85% of our judgment occurs in the first 7-15 seconds of our first meeting. Such things as a firm handshake, posture, eye contact, confidence, etc. When it is negative that doesn't mean the other person is inadequate, just different. Further, don't other people to drive your relationships, just because they didn't get along with the person you are dealing with. It could be simply a personality conflict they have. Don't let it become yours!

Identify Problem Thinking. Continuously work to find a workable solution rather than console yourself that no solution is viable. Continue thinking out of the box. You never know what solution will pop into your head or when that will be the next big thing. But if you think it won't work, it won't due to your attitude and self-fulfilling prophecy.

Attitude Obstacles

Discouragement. Everyone gets discouraged. Sydney Harris once said, “When I hear somebody sigh, ‘Life’s hard,’ I am always tempted to ask, ‘Compared to what?’” Not everyone responds to discouragement in the same way. In regard to discouragement, there are two kinds of people in the world: splatters and bouncers. Splatters hit rock bottom, fall apart and stick to the bottom like glue. Bouncers hit rock bottom, pull themselves back together and bounce back up. The question is: Are you going to give up or get up? It’s a choice.

We all face discouragement through our business life and careers. If we focus on the discouragement, we lose the opportunity to move on to the successful opportunity. Before you get discouraged you need to get the right perspective. To do this you need to take a good look at the whole picture. Put it in context rather than a micro-view of the events. It is usually one event amongst many and one piece of the whole pie. Understand this and the whole problem causing your discouragement looks smaller.

Take a short look at the problem. Understand what happened, how it happened, why it happened, then fix what needs to be fixed and move on. Don’t focus on all the broken pieces. It is what it is. You can’t change the past, but you can effect change for the future by learning from your mistakes.

Take a close look at yourself. Look inward rather than outward with the intent of blaming others. Take responsibility for your own actions but don’t commiserate too long. Take a long look at successful people. When you do, you will see that successful people have also made mistakes but they did not let those mistakes paralyze them from continuing down the road of success. It usually was a temporary setback. Understand this and you will begin to think like other successful people.

Take a wide look at the possibilities. You’ve heard it said that many dark clouds have silver linings. They same is true here. In every situation, there is a learning opportunity. Look for it, find it, grasp it and apply it. In every situation there are opportunities whether good or bad.

Say the right words. This may seem like psycho-babble but it works. If you tell yourself there’s no way, you won’t find a way out. In every situation understand that at some point it will pass. The old saying, “This too shall pass,” is true. You will get over it and so will those around you. Be thankful for what you have no matter how bad things are because, things could be worse. Keep your chin up during these times. Don’t let it get you down. Dr. Lloyd Martyn Jones wrote, “Have you realized that most of your unhappiness in life is due to the fact that you are listening to yourself rather than talking to yourself?” Remarkable? Think about it. You wake up in the morning, and right away, there are streams of thought coming into your mind. You haven’t invited them; you didn’t ask for them; you are not consciously doing anything to produce them; they just come. Instead of compliantly listening to them, start telling yourself the positive, difference-making words you need to hear.

Change. Change happens continuously. It’s been said that the only constant in business today is, change. Whether good or bad, it’s going to happen. You really like the company and they just got bought. Whatever it is, people just don’t like change. We get in a rut and don’t want to get out of our routine, our comfort zone. Getting out of our comfort zone is sometimes the only way to grow. But we don’t want to do it until we are forced to make a change. In general, people resist change because:

- Of personal loss. This may include termination, loss of salary (and benefits), loss of status and authority.
- Of the fear of the unknown. Change implies uncertainty, and uncertainty is uncomfortable. This includes not knowing what may potentially happen and often leads to heightened anxiety.

- The timing could be wrong. There may be multiple factors coming to bear at the same time such that there are too many changes occurring at once. In this case, people are resistant to change.
- It feels awkward. People resist change because it forces them to stretch their comfort zones. It's only natural to put off things that scare us, to sidestep goals that require us to leave our comfort zone and take a risk.
- Of tradition. People get ingrained in routines so much so, that any change is resistant. This is where you will hear, "This is the way we've always done it!"

Here is one way to look at "change" in a healthy manner.

- C** Challenges—Change is not easy.
- H** Humor—It helps if I laugh a lot.
- A** Adjustments—It also helps if I am flexible.
- N** Newness—Change gives me a fresh start.
- G** Growth—Growth equals change.
- E** Evaluation—Change forces me to look at my life.

Problems. Problems are part of everyday life. In fact, when people change jobs and they say that the reason is that the new company doesn't have a particular problem, I remind them that, "Every company has its warts and that you are merely exchanging one set for another." The following will help you put problems in perspective.

- Problems are everywhere, and everybody has some. We live in a real world and real worlds have problems, some major some minor, but problems nonetheless. Problems in life are inescapable.
- Our perspective on the problem, not the problem itself, usually determines our success or failure. If we view the problem as solvable, our likelihood of success is much greater than if we view our problem as insurmountable.
- There Is a difference between problem spotting and problem solving. It is relatively easy to find problems; it is quite another to solve problems. Some people focus on problem finding, so much so, that as soon as one problem is solved they are quick to point out another problem. All this without contributing to any problem solving. After a while, many call the problem finders, "Nit-Pickers."
- The size of the person is more important than the size of the problem. This is not referring to the gross weight of the person but rather the internal character and perseverance of the person. You need to be big enough to work through the problem to overcome it.
- Problems, responded to correctly, can actually advance us forward. Past problems solved can provide you with an arsenal of how not to respond to something and can allow you to overcome similar problems in the future with more accuracy and less time and effort. Often, this is what we call, "Experience."

Principles for handling problems. Malcolm Forbes made the following statement about problems: "If you have a job without aggravation, you don't have a job." Like discouragement, everyone experiences problems, but there are some basic principles for handling problems well.

- **Define what a real problem is.** The first step of any problem solving process is definition, and beginning the process to solve a problem is hopeless before you to understand the problem. First, make sure that you're working on the right problem. Second, you want to define that problem in such a way that you know when you have a problem and when you do not. One of my early bosses taught me many years ago that a problem is something I can do something about. If I cannot do something about a situation, it is a fact of life, not a problem.
- **Anticipate problems.** A problem anticipated is an opportunity. But a problem not anticipated is a problem. Understand that problems will occur. Be prepared for them so that they don't catch you off-guard.

- **Face the problem.** Many people fail to face the problem or even admit that there s a problem. It is not unlike an alcoholic not admitting to being an alcoholic. Some people rationalize or try to work around the problem without admitting there is a problem. They fail to recognize the “elephant in the room.” This doesn’t make the problem go away, it often exacerbates the problem. The only way to make a problem ultimately go away is first to face it as a problem.
- **Evaluate the problem.** Identify the aspects of the problem including consequences. This includes bounding the problem such that you know when it is solved.
- **Embrace the problem as a potential opportunity.** Problems are wake-up calls for creativity. The great Norman Vincent Peale said, “Positive thinking is how you think about a problem. Enthusiasm is how you feel about a problem. The two together determine what you do about a problem.”
- **Think of people who have bigger problems.** When you do this, the problem doesn’t seem as insurmountable as it may initially have perceived. This puts the problem in perspective as it compares to, “The Grand Scheme of Life.”
- **List All the potential ways to solve the problem.** Don’t just stick to the normal cause and effect viewpoint. Think outside the box for new, different and innovative solutions.
- **Determine the best ways to solve the problem.** Identify real operative problems that are observable then make adjustments. Just as you evaluated the problem, evaluate the potential solutions for the most elegant and simple. Often, we gravitate to the complex, forgetting that the best solution is usually the simplest.
- **Refocus the Mission.** Once the problem is solved, look at your mission, make the needed adjustments. Set up principles or policies to keep problems from repeating itself. Once this is done proceed on with the mission.

Typically, there are four things people do when facing problems, they:

- *Flee it* – they try to get away, but problems always follow
- *Forget it* – they hope the problem will go away, but problems left alone only get worse
- *Fight it* – they resist, but the problem still persists
- *Face it* – they look at the problem realistically

Fear. Destructive effects of fear. There are some destructive effects of fear. For example, fear breeds fear; it has the ability to exaggerate itself. Fear causes inactivity. And, by distracting us, fear causes us to take our eyes off the goal. There are three steps to fixing your fears.

Step 1: Discover the foundation of fear. Our fears are not usually based on fact; they are based on feeling. Anecdotally:

- 60 percent of our fears are totally unwarranted, meaning the things we fear never come to pass.
- 20 percent of our fears are based in the past, which means they are out of our control.
- 10 percent of our fears are so petty that they can make no difference at all.

Of the other 10 percent, only 4 to 5 percent are real and justifiable fears. Mark Twain said it this way: “I have been through some terrible things in my life, some of which actually happened.”

Step 2: Accept fear as the price of progress. Dr. Susan Jeffers said, “As long as I continued to push out into the world, as long as I continued to stretch my capabilities, as long as I continued to take risks in making my dreams come true, I was going to experience fear.”

Step 3: Develop a burning desire within you. The famous fight manager Gus D’Amato said, “The hero and the coward both feel exactly the same fear, only the hero confronts his fear and converts it into fire.”

Some of the aspects of fear include:

- Fear Breeds More Fear. Fear spreads like a plague from one person to another. It spreads quickly and often results in panic.
- Fear Causes Inaction. We've all been involved in emergency response when, regardless of the amount of training, some people "freeze" in the face of a crisis due to fear of what could happen.
- Fear Weakens Us. Rather than acting confidently in the face of challenges, fear weakens us and causes us to question our actions, often to the point of inaction.
- Fear Wastes Energy. Rather than funneling our energy to address the forbearing problem at hand, fear causes us to waste our energy worrying about the, "What-if," that may never occur.
- Fear Keeps Us From Reaching Our Potential. As a result of questioning our actions, fear causes us to stop and pause when we should act, which can prevent us from reaching our full potential.

How to handle fear. Fear is not insurmountable. It can be overcome. In fact, it can be overcome by anyone. Below are some ways to overcome fear.

- Admit Your Fears. Just like alcoholics must recognize that they are alcoholics before they can overcome their addiction, so must anyone in conquering fear.
- Discover the Source of Your Fears. Look beyond the irrational feelings you may have and discover the expectations that lie beneath them.
- Realize How Your Fears Can Limit You. The reason for much of what we fear is baseless. Most of our fears are unfounded. For those fears that do have a real reason, we must just learn to live with it. Someone once told me, considering how dangerous everything is, nothing is really frightening. The truth of the matter is life is dangerous. We take risks every day driving to work. Instead of letting these risks paralyze us, think about living life to the fullest.
- Accept Normal Fear as the Price of Progress. One of the secrets of success is not letting what you cannot do interfere with what you can do. Sometimes you must take small steps towards your goal. As you do when the opportunity to take large steps come along. But without taking any risk, those large steps never come along. Shakespeare once said, "He is not worthy of the honeycomb that shuns the hive because bees have stings." Don't let fear keep you from taking small steps so you can be ready to take the large steps.
- Convert Fear Into Desire. Both the hero and coward feel the same fear, only the hero confronts his fear and converts it positively rather than negatively.
- Focus On the Things You Can Control. There are many things in life you cannot control. There's no reason to worry about those things. There's a big difference between worry and concern. A worried person sees a problem; a concerned person sees a problem that needs solving. There are two things you can control, your attitude and your calendar. You may not be able to control others' attitudes, but you can control your own. You may not be able to control today's circumstances but you can plan for the future to prepare and avoid negative situations.
- Give Today Your Attention – Not Yesterday or Tomorrow. Often times we get caught up in historical bad decisions second guessing ourselves. Focus on today and making the correct decisions. Use history as a lesson learned but not a paralyzing factor.
- Feed the Right Emotion and Starve the Wrong One. Don't give those paralyzing thoughts a second look; rather focus on the positive emotions. Minimize the energy draining emotions and feed the energizing emotions fuel.

Failure. Charles Parnell said, "Too many people are having what might be called 'near-life experiences.' They go through life bunting, so afraid of failure that they never try to win the big prizes, never knowing the thrill of hitting a home run or even taking a swing at one." Don't let the fear of failure stop you. And, don't be stopped by failure. People who are stopped by failure see it from a personal perspective. People who are not stopped by failure see it from a process perspective. As Steve Davis said, "It may not be your fault for being down, but it is your fault for not getting up."

Self sabotaging behaviors. We can sabotage ourselves by focusing on failure rather than taking a risk to succeed. There are many self sabotaging behaviors include.

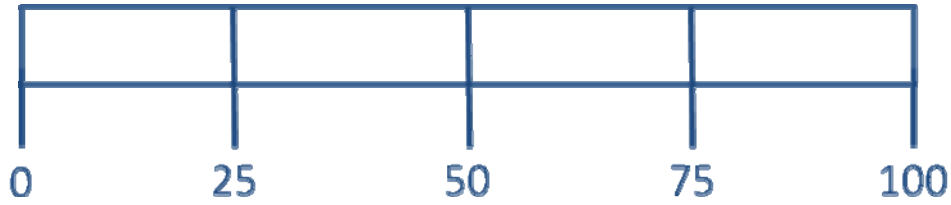
- Expecting failure. Typically, the people who continue to fail are the people who expect to fail.
- Personalizing failure. There is a difference from failing and being a failure. People who continually fail expect to fail and often see themselves as failures. It has been said that failure isn't so bad if it doesn't affect the heart. Success is all right if it doesn't go to the head. To succeed you can't take your failures too personally. Failures aren't fatal and your successes don't completely define you.
- Refusing to take a risk. If you go through life not taking risks you will rarely wander beyond your own doorstep. It is kind of like baseball, you can stand at the plate all day and nothing will happen, but if you take a risk and swing the bat you make risk getting a base hit. To seize opportunities you almost always must take a risk. If you want to grow you must make mistakes. If you don't you will have to settle into a life of mediocrity.
- Letting failure defeat you. My father taught me, if you are going to mess up, mess up good. What he meant by that was to learn as much as you can when you fail so you won't repeat that failure.

How to profit from failure. You can't avoid failure, so the best thing you can do is learn from it. The following are some ways you can use failure to your advantage.

- Change Your Attitude. People who succeed develop an attitude of tenacity. They refuse to quit.
- Change Your Vocabulary. Replace self defeatist words, like "if only" with "next time." Failure isn't failure if you do better the next time.
- Pay Little Attention to the Odds. What are the odds are against you? My response is so what! Every person who has ever achieved something notable has had to overcome the odds. The problem is that we sell ourselves too short. It was once said that most people think too small, aim too low and quit too soon. If at first you don't succeed, then know that you are running about average.
- Let Failure Point You to Success. Sometimes you win sometimes you lose. When you win you can celebrate. When you lose, use it as a learning experience.
- Hold On to Your Sense of Humor. We often take ourselves too seriously. We need to lighten up and understand that not every failure has a penalty of death.
- Learn From Your Mistakes. The good news is that we all learn from our mistakes. We can't all do everything perfectly the first time. Learn from your mistakes and get better for the next time.
- Don't Lose Your Perspective. Whether winning or losing, don't get lost in the moment. Both are a journey. It is not someplace you arrive and stay there forever. You arrive, stay a while, and move on.
- Don't Become Too Familiar With Failure. If we become familiar failure too much we come to expect to fail. Whatever happens, try to do a little bit better every time.
- Make Failure a Gauge For Growth. We all remember Babe Ruth as the perennial homerun champion for many years. But one thing we likely don't remember is that for several years he was also the strike-out leader. He didn't let the strike-outs cripple him from swinging the bat. He learned from his mistakes and used it as a gauge for success.
- Never Give Up. As long as we stay in the game and keep trying, success will come eventually. Winston Churchill once said, "Never, never, never, never give up." As much as he and Great Britain went through during WWII he could have easily quit. Thank goodness he didn't.

Your Attitude and Failure. It's hard to put failure in the right perspective if you are continuing in self-sabotaging behaviors. Here are a few questions to ask yourself.

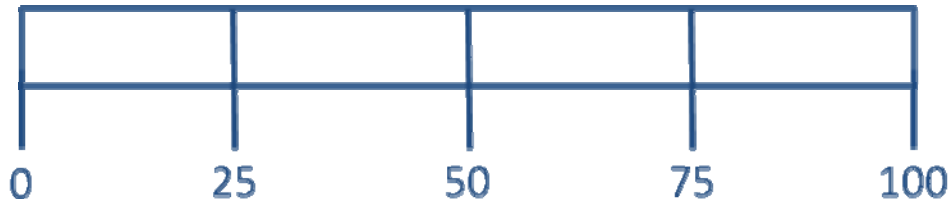
- **Expectations.** What's your usual forecast for the day, cloudy or sunny? Are you someone for whom things usually go right or wrong? What percentage of the time do you expect to succeed at things you do day-to-day? Use the scale below.



Nothing goes my way

Most things seem to go my way

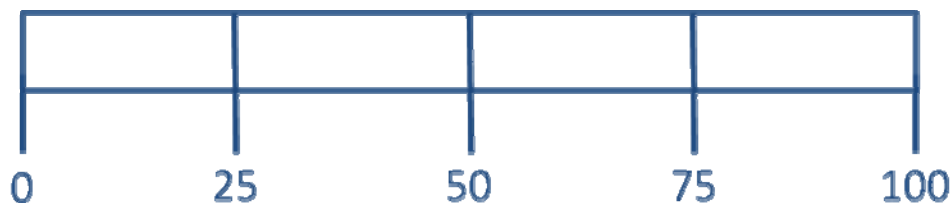
- **Self-Image.** How do you see yourself when it comes to failure? This may be a difficult thing to discern. Do you believe you are a competent person who sometimes fails or a failure who is working to avoid mistakes? Use the scale below to rank yourself.



I am a failure

I am a success who sometimes fails

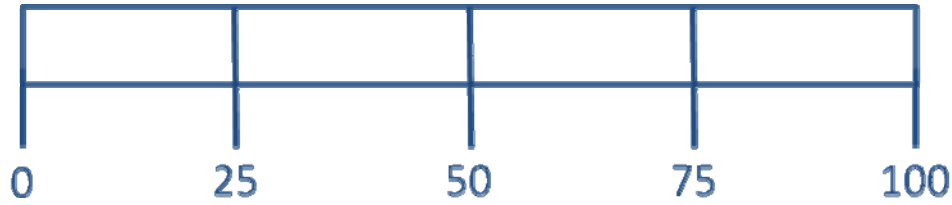
- **Risk.** What is the role of risk in your life? Is risk a normal and healthy part of achieving success, or is it something to be avoided at all costs? Perhaps the best way to discern the way you really feel is what percentage of the time do you expect to succeed at things you do day-to-day? Use the scale below.
 - Is there a way to turn failure into success for myself and others?
 - Have people I know had a similar experience; if so can they help me?
 - How can I use my experience to help others avoid similar problems?



I rarely take risks for fear of failure

I take measured risks expecting success

- **Tenacity.** Am I persevering when risk comes along? Do I continue to work hard to overcome failure or do I give up?



I give up quickly

**I look for other ways to succeed if
previous attempts fail**

Helping You – Helping Others

- Make the decision to be a difference maker. Determine within yourself that no matter what happens you will keep your chin up, overcome adversity and live another day.
- Manage your decision every day of your life. Every day is filled with good and bad things happening. Focus on the good, learn from the bad. Don't let the bad things be your focus or you will end up bearing that mentality.
- Do not allow adversity to have an adverse effect on your attitude. Do not allow discouragement, change, problems, fear or failure to adversely affect your attitude. You have to be emotionally and mentally prepared to keep these difficulties from defeating you. Be patient, be wary, prepare yourself, lean on others, have faith, and stay mentally tough.
- Help others discover the difference maker in their lives. Instill these principles in to those around you, co-workers, peers, subordinates, and yes, even, superiors. By making your part of the world a little better, you give people hope, the ability to work positively to solve problems they face and overcome difficulties.

As an Eagle Scout this is embodied in the Scout Oath, which reads as follows:

**On my honor I will do my best
To do my duty to God and my country
and to obey the Scout Law;
To help other people at all times;
To keep myself physically strong,
mentally awake, and morally straight.**

Conclusions

SH&E is as much about relationships as it is with knowing the detailed technical aspects. Most of our successes come from initiating relationships with the right people and then strengthening those relationships by using good people skills. Relating to people is the most important science in living. The most useful person in the world today is the man or woman who knows how to get along with people.

However, most people fall into the trap of taking relationships for granted, whether at work or at home. You may also know of some people who are talented, but who cannot succeed in life because they are difficult to deal with. This is an indicator to me that it is less important how smart you are than it is how you get along with people.

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