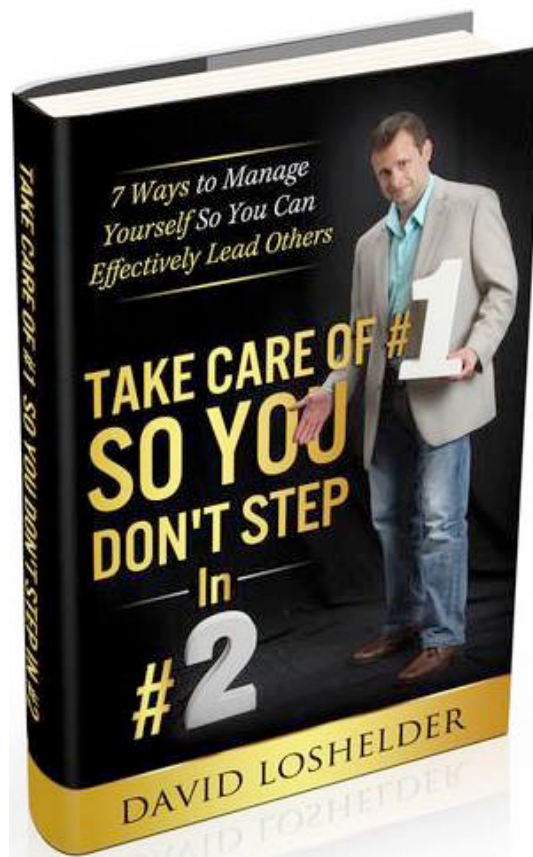


TAKE CARE
OF
#1
SO YOU DON'T STEP IN #2

7 WAYS TO MANAGE YOURSELF SO YOU CAN EFFECTIVELY LEAD OTHERS

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CHAPTER 1

Stop Being the Puppet in Someone's Puppet Show

I had always subscribed to the notion that if I won the “big one,” I was the best. Later in my career, I realized that maybe I would have been the best on that day, but, if that day was played over a hundred times, there would have been many winners, statistically speaking. However, I did not win that day and that is the point. When you give everything you have, practice the best you know how, train hard and play hard, you do not play for the moment, you play for a lifetime. You build skills, experiences, and knowledge every time you put yourself through the paces. There are no guarantees that you will win a competition; however, it is up to you to define “winning.” Each time you set a goal with the realization that the end result may be excruciating heartache, you help yourself become stronger, smarter, better, more skilled, more capable, more able, and more confident. In essence, you are not playing for that day; you are playing for a lifetime. You are also playing not just for yourself, but for others. When you strive to be the best in whatever endeavor you choose, you may initially think it is for your own selfish claims, but in reality, you build those skills for the benefit of others. All of your personal trials and tribulations make you a better, more capable person. This allows you to do the most marvelous thing you can do and give back to everyone you know or want to know. The beauty of this is that you alone do not benefit from all your hard work. As you build your skills, your family, children, friends, coworkers, community, and even the nation, can benefit from what you put yourself through. You see this in nature all the time. Take a look at the honeybee.

When the honeybee moves from flower to flower collecting nectar, there are benefits for both the honeybee *and* the flower. To understand how this works, we will look at the flower first. Every flower has two different parts—the stamens and the pistil, or male and female parts. Stamens produce pollen, and pollen pollinates the pistil. Only when this happens will a fruit grow from the base of the flower. This is where the honeybee comes into help. The foraging honeybee will collect the pollen and carry it on their legs. When a honeybee visits many different flowers in a single trip, that pollen brushes against the pistils and pollination takes place. This transfer of pollen ensures the flower is able to reproduce the next generation, thanks to the hard work of the honeybee.

You might be asking: How does a honeybee relate to me? If you extrapolate this analogy, you will see that the honeybee is working hard to collect honey for itself and the colony, but a collateral consequence occurs when it moves from flower to flower, continually transferring the pollen and the genetic code to other flowers. The honey- bee’s skills and actions are literally “rubbing off” on the flower, ensuring future flowers propagate and flourish. This is no different when you set goals, work hard to achieve them, and subsequently build the skills necessary to be successful.

One person’s goals affect the lives of many. As you embark on the journey to meet your goals, you unknowingly pick up skills that may impact others as much as they do you. You affect others just as the pollen fertilizes the other flowers helping them reproduce. You “rub off on” others just by being the person you become when you build skills and talents. *Striving for a goal is not a selfish endeavor; it is a benevolent action.*

When you look back at life, you will find that all your goals, even the ones that you did not reach, affected you in ways that you did not even realize. These new skills, new knowledge, and new abilities will be transferred to others in positive ways that will

make a difference in their lives. When you work hard for something and stay focused on the process, you will realize that you have gathered much along the way, just like a honeybee collecting pollen on its hind legs. The bee has no idea it is passing the genes of one flower to the next, helping generations of flowers produce more flower and more fruit. It is focused on one goal—to collect nectar for itself and the colony. When this happens, nature is structured to share its benefits unselfishly, and it is no different for you.

Consider this: You are working hard to achieve a goal and the mere action you exert toward that goal is making you bigger and stronger, physically, intellectually, emotionally, and spiritually, even if you never reach the goal! *The process of striving is more important than arriving*. So, why not try anything you want! You never really fail at anything if you try, right? With this perspective, you cannot lose.

Here is the kicker. You will inevitably share this with others; however, you must start with yourself. You must rid yourself of self-delusion, banish doubt, and limit self-imposed worries of failure. This is why I am writing this book. If I can communicate my message to you, and you benefit from it, then all of my bronze medals will have paid off tenfold.

Over the years, along with the national medals, I picked up several silver medals in international competitions. Because of this, I accumulated so many competition points that the U.S. ranking body listed me as ranked number one in my weight class for two of those years, even though I never actually won a national title. Since I was so consistent, I was considered number one in my weight class, but what was the point? I thought about this for quite a while but always came up with the old phrase, “The sum of the parts is greater than the whole.” What do I mean by this? The premise is that you need certain skills, concepts, and ideas to produce results in life. It is not just the end result, but also the

quality of each result that makes a difference. If you put all of those ideas together and mash, mix, grind, and stir them up, then you will have more of you to offer than when you started. This gives you not only more of what you want, but more of what you can give others. This is the point! You have to take care of number one (you) first before you can do anything else.

There are three bad things that can happen if you do not take care of number one. First, if you do not take care of your health by eating well and exercising, you will gain unwanted pounds. Your cholesterol and blood lipids go up to dangerous unhealthy levels, and one day you have a heart attack. That is bad. The second thing is that if you do not take care of your brain and keep learning, you become intellectually stunted. Lastly, if you do not take care of your money, you will be without it. If you believe your life could be better now, just think how much worse it could be if you were ill, thoughtless, and penniless. That is about as bad as it gets.

Why do some people continually succeed and others do not? What do Olympic athletes, astronauts, and CEOs have in common? Are you unable to perform at your best or push yourself past your expectations when it really counts? Is your career stagnated? Are you dieting and having difficulty losing the last few pounds, or worse, not even staying on the diet? Are you a student who is unable to earn the grades you are capable of achieving?

Imagine if you had everything you wanted. Stop and think about it. Everything. What would that be like? You would wake up in the morning and come downstairs to your coffee and eggs and bacon cooked just the way you like them and ready to eat. You continue with your day and everything goes perfectly for you. Everything falls into place and nothing ever goes wrong. This continues day after day. That would be nice.

Obviously, that is not reality. In reality, some things work out and some things do not. A good friend of mine would always say to

me, “Some things are easy and some things are hard. Some things move slowly, some things move fast.” This is superficially profound, to be sure. In this book, I am going to look at the seemingly unpredictable and uncontrollable parts of life. You will learn that with a little effort and planning, the unpredictable(s) and uncontrollable(s) can be predicted, controlled, managed, and obtained.

May the Force be with You

Mr. Gorbachev, tear down this wall!

—Ronald Reagan

In 1977, when I was seven years old, one of my all-time favorite movies premiered. It was *Star Wars*. It became a worldwide pop culture favorite that is going strong to this day, with more sequels to come. Even now, I can remember the legendary Jedi Knight Obi-Wan Kenobi saying to the young Jedi Knight Luke Skywalker, “May the Force be with you,” just before Skywalker embarked on the mission to destroy the Death Star and the Dark Side of the force.

Since that day, I think about the forces at play in my life, the good and bad forces that are always there. This was one of the overarching themes of this movie, as I remember it. Not a bad philosophy to live by, I would say. Similarly, in any life situation, there is a protagonist and an antagonist. The Chinese call it yin and yang. We call it good and bad. In physics, scientists study gravity and anti-gravity, two forces competing to pull you forward or push you away. Without active and purposeful resistance, the gravity of life simply takes over. It is constantly tugging at you. If you do not fight it, it will drag you down and pull you away from what you want or where you want to go and be. If you actively fight it, resist it, and are determined to succeed, you will find yourself climbing the hill of success.

Kurt Lewin coined a phrase for this phenomenon, referring to it as “Force Field Analysis.” The Force Field Analysis has influenced many professional fields, particularly in the social sciences and change-management processes. Lewin explained that whenever driving forces are stronger than restraining forces, the status quo or equilibrium changes. Lewin wrote, “An issue is held in balance by the interaction of two opposing sets of forces—those seeking to promote change (driving forces) and those attempting to maintain the status quo (restraining forces).” The concept of Force Field Analysis provides a framework that demonstrates how opposing forces influence a situation. The driving forces (positive) help you move toward your goal and restraining (negative) forces block you from achieving it. These two forces are always in play and are always present whether you like it or not.

For change to happen, according to Lewin, the positive force must upset the status quo or equilibrium by adding favorable conditions or reducing the resistant forces. Whether it is your behavior, a group, a business, or an organization, these forces will push you in a positive direction or negative direction, depending on the strength of the two influences. So this begs the question: How can you beat the negative forces so they do not impede your efforts?

The first step is to be mindful that negative influences are present. The second is to recognize these negative forces that are influencing you at some level. The third is to make an analysis of which negative factors are influencing your behavior and the potential consequences or outcomes. Ask yourself: How is the force affecting me? What am I doing differently now than before? Am I moving toward my goals or away from them? After you have answered those three questions, start to identify the three possible fields of application for the Force Field Analysis:

1. Investigation of the balance of power of a certain situation/issue;

2. Identification of the most relevant stakeholders and target groups for a certain initiative;
3. Identification of both competitors and alliance partners and how each target group can be influenced.

These forces are present at all times. By using a model like Lewin's Force Field Analysis, you will be able to uncover many of life's influences. However, an analysis will only take you so far. Once you have analyzed it all, you must adopt the attitude of a winner to use it to overcome what is stopping you.

Let us look at a problem that more than sixty per- cent of the American population is dealing with: obesity. Many Americans say they are on a diet. Statistics show that people who lose weight usually gain it back along with a few extra pounds. The other problem is that some people start a diet and simply cannot stay with it, and as a result, they never lose any weight. This sense of failure and disgust perpetuates the downward spiral to their self-esteem and deepens their depression. Finally, in their most vulnerable state of weakness, hunger makes them reach for the glazed donut once again, destroying all hopes of that thin waistline. That is depressing. What is so hard about losing five, ten, or fifteen pounds in the first place? What is hindering their motivation? What makes them give up? Why is their willpower affected so easily when it comes to eating a well-balanced meal and a few less calories? Well, one way is to use the model of the Force Field Analysis. It helps identify some of the forces that may prevent someone from slimming down into that smaller bathing suit.

Let me take you through an example of a man named John who lost and gained hundreds of pounds in his life. John, age forty-seven, comes in at around two hundred twenty pounds. He has a forty-inch waistline and is five feet eight inches tall. As John always said, "Being of short stature and two hundred twenty pounds places me in the 'I'm not overweight, I'm just six inches

too short' category.” John has embarked on numerous weight loss ventures and has failed. Like many others who lost pounds in the past, John was the one who gained it back and then some. Over the years, he just got heavier, causing more health problems as the years went on.

What was his problem? He obviously had an effective way to lose the weight. Nevertheless, at some point, he went back to his old eating habits and put the weight back on. However, this did change, or I should say, he changed. John said, “I made changes in what I chose to eat, how I exercised and introduced other lifestyle changes, but I did not realize what was influencing me. Since I did not know what was pushing me over that cliff, I couldn't push back to stop myself from falling over.” Only after an intensive self-analysis did John lose the weight and keep it off.

Initially, he did not have an awareness of the root causes of his problem. Success came when he used the Force Field Analysis model to help him understand what forces were working against him and which forces were working for him. Once he honestly and objectively evaluated them, John could then make a plan and lifestyle changes that he would stick to in order to lose the weight and keep it off. I will look at John's analysis to see how he identified the forces that were influencing his behavior.

First, John investigated the balance of influence that stopped him from keeping the weight off. As he looked at it, he realized that there were several factors: time, resources, knowledge, low self-esteem, and bad habits.

Step 1: Investigate and Identify

1. John investigated the balance of influence of his issue.
 - Time, resources, knowledge, low self-esteem
2. John identified target groups for a certain weight loss initiative.

- John, nutritionist, doctor, family, fitness trainer
4. John identified both competitors and alliance partners and how each target group can be influenced.
 - Time, family, kids, activity schedule, work schedule

Step 2: Implement a Force Field Analysis

1. John defined the change issue by describing the current and the desired situation.
 - The current issue is that John falls in the overweight category and is emotionally and physically unhealthy.
 - The desired state is that John would like to weigh one hundred fifty pounds and be healthier, happier, and more physically able.
2. John then constructed a Force Field Diagram that detailed (1) the problem, (2) the desired state, (3) the driving forces, (4) the restraining forces, and (5) scored each force field rating from 1 (weak) to 6 (strong).
3. John added the scores on each side to see where the division of strength lay for driving force and the restraining force (see Figure 1).

As he reviewed the Force Field Analysis, he found he developed a compelling case for change. In Figure 1, John tallied the scores from both sides of the Force Field ledger. He found the driving forces outweighed the restraining forces two to one. The driving forces totaled a score of twenty-eight, while the restraining forces totaled half that at fourteen. Since the positive forces for change doubled the negative forces, this gave John much more hope, possibility, and motivation to move forward with his plan. Now he could focus on what pushes him instead of what was pulling him away from the goal. Also, by weighing each one, this gave him the

ability to prioritize what was most important to him, therefore making it much easier for him to design a plan of action. For John, the driving and restraining forces were both valid, but likewise, both elements of both forces could be changed and regulated. The primary driving forces were John consuming too many calories and not staying consistent with his diet and exercising mainly because of his hectic schedule. Assigning a score of five (strong force) for the two restraining forces, he was able to identify the main obstacles to overcome.

Of course, not participating in the appropriate exercise necessary to produce a calorie deficit was also rated as another obstacle to tackle. John's dilemma determined what needed to be changed first. Eating less food seemed like the easiest and most efficient way to lose weight. Far more complicated was squeezing exercise time into his busy day. These were the most critically significant forces that would need to be altered to produce positive results.

The first step is assessing the situation. Now it is your turn. Below are seventeen questions to help you effectively design your own Force Field Analysis. If it is a personal issue or a problem you are having in your business, these seventeen questions can help you start to analyze the problem and help you design a plan of action to produce positive changes.

Steps for Implementing a Force Field Analysis and Summary Questions:

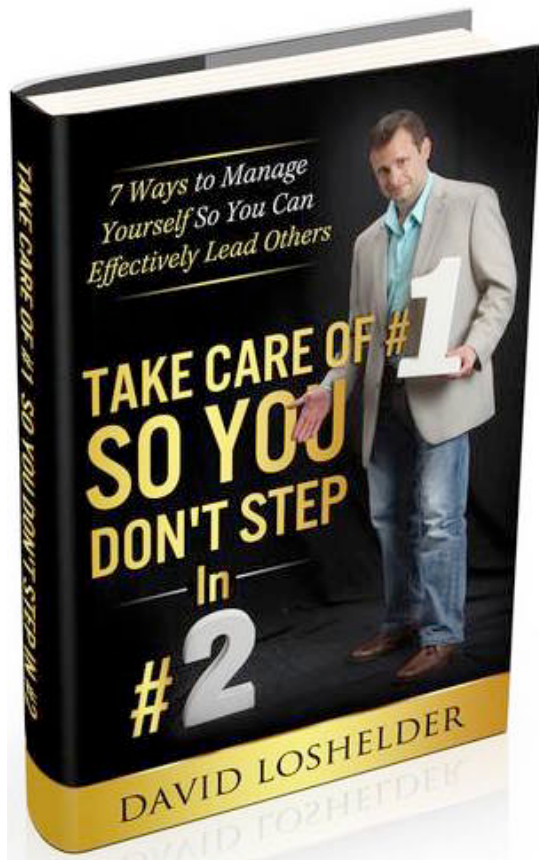
1. Investigate the balance of influence of his issue
2. Identify the issues and target groups for a certain initiative
3. Identify both competitors and alliance partners and how each target group can be influenced
4. Start with a well-defined change issue to be discussed by

describing the current and the desired situation.

- Current issue is that John falls in the over-weight category
5. Draw a Force Field Diagram.
 6. Are the driving and restraining forces valid?
 7. Can they be changed?
 8. Which are the most critical ones?
 9. How significant is each single force?
 10. Which ones can be altered, and which cannot?
 11. How long will it take to modify some of the forces?
 12. Which forces, if altered, would produce rapid change?
 13. Which skills are necessary to modify some forces and are they available?
 14. Elaborate and list the driving and restraining forces and allocate them to the respective columns.
 15. Allocate a score to each force, using a numerical scale.
 16. Calculate the total score for both columns: the driving and restraining forces.
 17. Determine whether a change is feasible.

Making this in-depth assessment was the first step to understanding the forces that were stopping John from losing the weight and keeping it off. Now it is your turn to identify what forces are for you and what forces are against you.

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