



On The Job Worksheets

For
**UW Sometimes and Aspiring
Supervisor Series**

TABLE OF CONTENTS

	Page
Knowledge, Skills, and Talents Worksheet-----	1
Interview questions using KST (Sample)-----	2
Position Description (Sample)-----	3
Task Analysis (Sample)-----	4
Training Plan (Sample)-----	5
Feelings Inventory-----	6
Universal Needs and Qualities of Human Beings-----	7
Asking Empowering Questions to Avoid Triangulation---	8
COACH Worksheet-----	9
Critical Functions (Sample)-----	10
Responsibility Grid (Sample)-----	11
Continuous Improvement Worksheet-----	12
Action Plan Worksheet-----	13
Stepen Covey's 7 Habits-----	14
Stepen Covey's 8th Habit-----	15

Discover Knowledge, Skills, and Talents

Read the box below. Circle or underline anything that strikes you.

Knowledge, Skills, and Talents

Knowledge, skills, and talents are different elements of what a person knows or can do. Knowledge is simply what we are aware of – either facts we have learned or experiences we have had. Skills are actions, or what we DO with knowledge. For example, communication and computer skills are essential for many of our jobs. The authors of *First Break All the Rules* define talent as reoccurring patterns of behavior that can be productively applied. You can think of talents as the natural things we do, that are not natural to other people. If you instinctively remember names or numbers, that’s a talent.

The distinction among the three is that skills and knowledge can be learned, whereas talents cannot. As we understand ourselves more, we can stop wishing to be fundamentally different and celebrate our true selves. Let’s consider how we might cultivate our knowledge, skills and talents to find our strengths.

1. Identify the **skills and knowledge** we have, and what we would like to learn.
We can learn knowledge in a variety of ways: reading, taking classes, etc. The best way to learn a skill is to practice. To capitalize on our experiences, we can reflect on what we’ve learned and consider how we can apply new knowledge to our life.
2. Discover our **hidden talents**. Our talents are not always evident to ourselves or others. People who know us well might spot a glimpse of a talent and help us find a way to use it more fully.

The key to excellent performance is finding the match between your talent and your roles.

Adapted by Mary Hoddy from Marcus Buckingham and Curt Coffman, *First, Break All the Rules*

Individually, think about your Knowledge, Skills and Talents, especially as it relates to coaching. Write some of them in the chart below. We’ll share them with a partner.

My Knowledge	Skills	Talents
<i>Example: A coach needs to...</i>		
Know the definition of coaching ←	Be able to ask open-ended questions Listening skills	Know best timing to ask questions →
What new knowledge or skills might help you be an even better coach?		

Additional Resource: strengthfinder.com

Writing Interview Questions for Critical Knowledge, Skills and Talents

To hire the best candidate for the job, ask questions that get at the core Knowledge, Skills and Talents for your position. To decide what these core Knowledge, Skills and Talents are you can review the position description and reflect on the talents of your best performers in this position.

Knowledge – facts or ideas that people gain by study, investigation, observation or experience. Examples of knowledge: understanding of laws or statutes, accounting principles, etc

- Why are you interested in this position?
- What drew you to the field of _____?
- Describe the courses that you've completed that have helped you in your current job.

Skill – ability to use one's knowledge effectively. People improve skills by practicing them. Examples of skills: computer applications, ability to delegate, ability to make decisions

- (Before the interview.) Bring a sample of a Powerpoint slide show / hand-outs/ etc. and be prepared to tell us why you think it is good.
- (Before the interview.) Prepare a 10 minute presentation on any topic of your choice to deliver at the interview. The only AV that will be available will be a flipchart.
- (Before the interview.) Bring samples to interview of _____. For example:
 - A spreadsheets that you have created and how you use them
 - A particular software program that is used in this position
 - An accounting _____ and explain how you use it
- Here is information for a poster. You have 30 (45, etc.) minutes to create a poster that you think will appeal to our staff.
- You are an advisor for a student committee. The student on your left is the Student Chair. At the last meeting, two students dominated the talk at the meeting and the rest of the students were silent. You have 4 minutes to begin a coaching conversation with the Student Chair.
- Describe the tasks you have been willing to delegate compared with those you prefer to do yourself.

Talent –Talents, by definition, cannot be learned. They are our natural gifts and often help people excel if developed.

Examples of Talents: accuracy, initiative, organization, customer service, resourcefulness

- What part of your work do you find most fulfilling? Or What part of your work gives you the most personal satisfaction and why?
- In this position you will be expected to take initiative to improve the way the office runs. Tell us about a time when you improved a work process.
- Tell us about a time when you felt you went above the call of duty to assist a customer.
- Describe for us how you answer a question when you do not know the answer.
- This job requires that you direct the work of students however you will not be their supervisor. Describe a time when you got work done through other when you did not have direct authority.

Wisconsin Union
Staff Education and Training

TRC Ready Reference

Section 1: TRC Office Assistance

1.02 TRC Office Assistant Job Description

Serve as Office Assistant for the Training Resource Center of the Wisconsin Union, the Division of Social Education. Work under the general direction of the Assistant Director of Staff Ed. Provide educational services to more than 1400 part-time staff and 200+ permanent staff who work in thirteen buildings across campus.

Job Responsibilities

1. Provide General Administrative Support to Training Resource Center

- a) Check and respond to wutraining WiscMail Plus email
- b) Check and respond to TRC office log and task list
- c) Check and process TRC "In Basket"
- d) Stock online and live packets
- e) Stock and update supply inventory

2. Provide Administrative Support for New Staff Workshops

- a) Demonstrate exceptional customer service when welcoming new hires
- b) Explain training requirements and individualized training plans
- c) Coordinate reservations for workshop facility space (Lead Office Assistant)
- d) Create posters, calendars, and sign-up sheets to publicize workshops
- e) Facilitate enrollment of workshops
- f) Prepare workshop materials and set up the training room
- g) Conduct skills check-outs for online trainings
- h) Document and file all live and online training records
- i) Work with Staff Ed Director, Staff Ed Assistant Director, workshop facilitators and other office assistants to continually improve the quality of all training and resources
- j) Cancel live workshops as determined/signed off by the Director or Assistant Director

3. Provide Administrative Support for Other Trainings and Events

- a) Provide administrative support for safety trainings and supervisor trainings
- b) Provide administrative support for semester gatherings and student employee events

SAMPLE TASK ANALYSIS

In Office Binder

Organized via Position Description

4. Provide General Administrative Support to Training Resource Center

a) Check and respond to wutraining WiscMail Plus email

1. Open WiscMail icon on TRC Front Desk Computer desktop or click button on Firefox toolbox



2. Leave WiscMail Plus open on TRC Front Desk Computer desktop

3. Log in into the WU Training Email Account

- a. E-mail address is
wutraining@union.wisc.edu

- b. The password is “*****”

- c. This account can be accessed from any computer



The image shows the WiscMail PLUS logo at the top. Below it is a login form with two input fields: "Email Address" and "Password". An "Enter" button is located below the password field. To the right of the form, there is a red horizontal bar with the text: "Example: bbadger@mydomain.wisc.edu" and "Forgot your Email Address or Password? Contact your WiscMail Plus administrator or call the DoIT Help Desk at 264-4357."

4. Click “Get Mail” to update new messages frequently.



5. Handle email immediately as it comes in. If you don’t know how to answer an inquiry,
 - a. Ask Ben in person
 - b. Forward email to Ben baclark3@wisc.edu or Mary mhobby@wisc.edu
6. Delete junk mail daily.
7. If you don’t have time to handle a message that you’ve read, mark it “**Unread**” so the next student can deal with it.

Office Assistant Train the Trainer Checklist

Name: _____

I. General Office Duties			
Date	Trainer Initials		Task
	Train	Do	
			Answering General Questions
			Email management
			Office Blog: Post and Comment
			Phone & Messages
			File IN box
			Daily Task List/ Project Logs

II. Live/Online Trainings Admin Support			
Date	Trainer Initials		Task
	Train	Do	
			Assist in participant registration
			Prepare workshop materials
			Create/ print sign in sheet
			Room set up

III. Welcoming a New Hire			
Date	Trainer Initials		Task
	Train	Do	
			Setting new hire up with video
			Enroll at Learn@UW
			Enter into Training Report
			Signing up trainee for U101
			Go over trainings with new hire

IV. Checkout Procedures			
Date	Trainer Initials		Task
	Train	Do	
			Union 101
			Occupational Safeties
			Food Safety
			Alcohol Server
			Cashier Training/PCI compliance

V. Office Tour			
Date	Trainer Initials		Task
	Train	Do	
			WiscCal Calendar
			Staff Ed Folders
			B & W Printer
			Color Printer
			Recycled Paper
			Hard Copy Calendars
			Clipboards for mtgs
			Food in hall/Candy

VI. Miscellaneous			
Date	Trainer Initials		Task
	Train	Do	
			Keys
			Off Meeting Dates
			Ready Ref Binder

VII. Tour of Memorial			
Date	Trainer Initials		Task
	Train	Do	
			Units
			Offices
			Bulletin Boards

FEELINGS tell us if our needs are met or not.

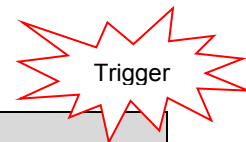
Glad	<ul style="list-style-type: none"> • Excited • Ecstatic • Open • Inspired • Intrigued • Curious 	<ul style="list-style-type: none"> • Calm • Content • Comfortable • Relaxed • Relieved • Tender 	<ul style="list-style-type: none"> • Grateful • Hopeful • Optimistic • Happy • Delighted
Sad	<ul style="list-style-type: none"> • Depressed • Unhappy • Down • Blah 	<ul style="list-style-type: none"> • Hurt • Disappointed • Discouraged • Reluctant 	<ul style="list-style-type: none"> • Lonely • Lost • Puzzled • Torn
Mad	<ul style="list-style-type: none"> • Angry • Furious • Grumpy 	<ul style="list-style-type: none"> • Frustrated • Bitter • Annoyed • Irritated 	<ul style="list-style-type: none"> • Cranky • Ticked Off • Upset
Bad	<ul style="list-style-type: none"> • Surprised • Shocked • Confused • Envious 	<ul style="list-style-type: none"> • Embarrassed • Ashamed • Overwhelmed • Stressed 	<ul style="list-style-type: none"> • Indifferent • Bored • Tired • Impatient
Afraid	<ul style="list-style-type: none"> • Anxious • Scared • Concerned • Agitated • Nervous • Worried 	<ul style="list-style-type: none"> • Vulnerable • Troubled • Uncomfortable • Suspicious • Skeptical • Apprehensive 	<ul style="list-style-type: none"> • Cautious • Fidgety • Panicky • Timid • Uptight

NEEDS are universal.

NEEDS make no reference to any specific person doing any specific thing.

Connection	<ul style="list-style-type: none"> • Acceptance • Acknowledgment • Affection • Appreciation • Connection • Consideration • Compassion/Empathy 	<ul style="list-style-type: none"> • Friendship • Help/Support • Inclusion • Intimacy • Love • Reassurance • Respect 	<ul style="list-style-type: none"> • Security • To have your intentions seen • To be Heard • Trust • Understanding
Meaning	<ul style="list-style-type: none"> • Celebration • Clarity • Competence • Contribution 	<ul style="list-style-type: none"> • Creativity • Dependability • Efficiency • Hope • Meaning/Purpose 	<ul style="list-style-type: none"> • Mourning • Participation • Self-Expression • To Matter/Belong
Peace	<ul style="list-style-type: none"> • Balance • Beauty/Aesthetics • Ease/Comfort 	<ul style="list-style-type: none"> • Equality • Harmony • Inspiration • Order 	<ul style="list-style-type: none"> • Peace • Predictability • Structure
Autonomy	<ul style="list-style-type: none"> • Autonomy/Choice • Freedom • Power in your World 		
Honesty	<ul style="list-style-type: none"> • Authenticity • Honesty • Integrity • To be seen for who you are 		
Physical Well-Being	<ul style="list-style-type: none"> • Air • Food • Health 	<ul style="list-style-type: none"> • Nurturance • Privacy • Protection 	<ul style="list-style-type: none"> • Safety • Shelter
Play	<ul style="list-style-type: none"> • Fun & Play • Humor 		

Ask empowering questions to avoid Triangulation



1. Make clear observations distinguishing between Interpretations and judgments	
Interpretation/Judgment of situation or other I'm telling myself that... <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Observation: What was actually said or done? I noticed... <input type="checkbox"/> <input type="checkbox"/>
Silently reflect ...	
2. How do I feel listening to this person?	What do I need?
How did you feel when that happened? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	What would you have liked in this situation? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Silently or verbally reflect...	
3. What might the other person be feeling?	and needing?
How do you think the other person might feel <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	What do you think the other person might need? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Switch to strategies by asking open ended questions	
4. What's your objectives or goal? <ul style="list-style-type: none"> • Ask open ended questions to help clarify = "What do you wish could happen now?" • "What are your goals for this situation?"for telling me this?" e.g. Do you need to vent? Do you want to improve the situation? Both? 	
5. What have you done so far? <ul style="list-style-type: none"> • What do you wish could happen now? • If you had a magic wand, what would happen? How might you help that happened? • What have you done so far? • What <i>intentions</i> might you be assuming? How do you know? • How might this behavior make sense to the people involved • What role did you play in this situation? • What other information would help me understand the person's behavior? • What pressures is he or she under? • What policies or procedures might be influencing this behavior? 	
6. What are your alternatives or options? <ul style="list-style-type: none"> • How might you resolve this situation? • What's another "right" answer? What's another "right" answer? Another? 	

COACH Worksheet



C	<p>1. CURRENT REALITY (Observations)</p> <ul style="list-style-type: none"> • What's working well? • What do you think could be better? • What have you DONE so far? • Listen for FEELINGS & NEEDS <ul style="list-style-type: none"> • Separate Observation from Spin. Example: "What <i>exactly</i> was said?" • What <i>assumptions</i> might you be making? • How do you know? 	Notes:
O	<p>2. OBJECTIVES</p> <ul style="list-style-type: none"> • What's your GOAL? • What's your Goal for Today's Coaching Session? • What have you done since our last session? 	
<p>Move from looking at the current reality as a problem or challenge to looking at possibilities.</p>		
A	<p>3. ALTERNATIVES</p> <ul style="list-style-type: none"> • What are your OPTIONS? • What's another option? Another? <p style="text-align: center;">Or</p> <p>Use an example of a time from the past when you solved a similar challenge.</p> <ul style="list-style-type: none"> • Tell me a story about a time you DID do _____? • What did you do? • What helped you then that could help you now? 	
C H	<p>4. CHOICES</p> <ul style="list-style-type: none"> • What WILL you do? By When? • Create an Action Plan • • • 	

Adapted from ASTD, *Coaching Training*, 2003

Training Resource Center Office Staff *

Critical Functions

Task	Timing	Primary Person	Back-up Person
TRC Office Management			
Check & respond to <u>wutraining</u> e-mail	Daily	Elizabeth	Office Staff
Check & respond to TRC log and To Do list.	Daily	Office Staff	Bradley
Administer computer 1-on-1 Trainings and review worksheets	Daily as needed	Office Staff	Bradley
Pick up & sort mail	Daily after 1:30pm	HR front desk	Bradley
Translation			
Add translation requests to La Lista & transfer e-mail to Translations folder	Daily, as needed	Bradley	Elizabeth
Attend Kitchen or Building Services meetings	Weekly, as needed	Elizabeth	Cris
New Staff Workshop Support			
If there is a training, confirm TITU	Daily, morning	Elizabeth	Bradley
Confirm # of packets, confirm facilitator, set-up cart	Daily, morning	Front desk	Elizabe/Anna
E-mail reminders to new staff for workshops	2-3 days prior to workshop	Elizabeth	Elizabeth
Confirm that facilitator(s) & set-up staff have confirmed for workshop	Thursday afternoon	Anna	Elizabeth
Enter workshop attendance into WUHRID, e-mail MU & US Building Cashiers w/ Cashier attendance	Day after workshop	Elizabeth/Anna	Office Staff
Send training report to R:drive & e-mail supervisors	Weekly	Bradley	Tammy
All Staff Gathering Support			
Administrative Support	Semester	Bradley	Mary
Lead designer & facilitator	Semester	Dawn R	Mary
TRC PT Staff Supervision			
Schedule office coverage	Semester	Bradley	Mary
Track key distribution list	Semester	Bradley	Maria
Reconcile biweekly/monthly part-time staff wages	Biweekly	Bradley	Mary
Make Kronos corrections for part-time staff	Biweekly	Bradley	Mary/Dawn
Process merit raises for PT TRC staff	Semester	Mary	Bradley
Marketing & Promotions Support			
Create & post monthly TRC calendar on WU bulletin boards; mail to external units	Monthly	Anna	Elizabeth
Create & e-mail info for special event	As Needed	Bradley	Office Staff
Update TRC Bulletin Board	Weekly	Anna	Office Staff
Accounting & Financial Support			
Order office supplies & prepare Receive Rpts	Varies	Tammy	Bradley
Order/reconcile candy thru Deb's Wholesale	Semester	Bradley	Tammy
Reconcile monthly Pro-card statements	Monthly	Bradley	Mary
Reconcile prelim & final financial statements	Bimonthly	Bradley	Mary

Example
Responsibility Grid

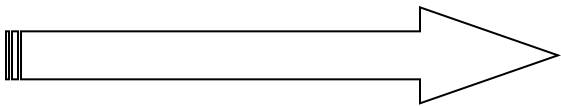


	Staff Ed Director	Assistant Director FALL 12
	Mary Hoddy	Bern Clark
	100%	100%
Primary Responsibilities from PD's	A. Direct staff education and training which reflects current strategic themes and goals.	A. Manage Training Resource Center and supervise PT student office staff.
	B. Oversee professional development for permanent staff.	B. Manage New Staff Training Program for all staff, including live and blended online format.
	C. Coordinate internal communication & staff gatherings, forums, etc. D. Coordinate onboarding and Orientation for new permanent staff.	C. Manage Safety Training Program for all staff, including Bloodborne Path, CPR, Adv Safety, Fire Extq, Badger Watch,
	E. Coordinate permanent and PT staff management training	D. Coordinate WU Customer Service Initiative
	F. Coordinate and teach UW Sometimes and Aspiring Supervisor Series	E. Consult with Facilities, Food Service, and Retail units
	G. Manage programming for organizational development, strategic planning & change management.	F. Advance WU mission & Wisconsin Idea. (present at conferences, etc.)
Supervise	Permanent Staff	Student Office Assistants & Facilitators
Staff Ed Consultant to	Admin & Marketing, Social Education, Director's Office	Facilities, Retail, Food Services
Perm Staff Develop	Permanent Staff	FS Manager Cert, Resp Bev, Supervisors
Committee Assignment	Admin Core, Leadership Staff, WU Diversity Advisory Comm, WU Rep Staff Resource Grp, SEAG, Recognition	SEAG, WU Safety Comm, Engagement Team
Campus Teams & Committees	HR Design – Diverse Workforce Team	
Campus Liaison With:	UW Office of Human Resource Development	UW Safety

Worksheet for Continuous Improvement



What am I most proud of from last year?	What are my wishes for this year?	
or		
What's working well?	What could be better?	
ACTION PLAN: What Do We Need TO DO?		Who Will Follow-Up?
<ol style="list-style-type: none"> 1. 2. 3. 4. 		
What Needs further information, dialogue, etc?		



ACTION PLAN

	Task	Person Responsible	Target Date	Completed Date
1				
2				
3				
4				
5				
6				
7				
8				

Summary of Stephen Covey's 7 Habits of Highly Effective People

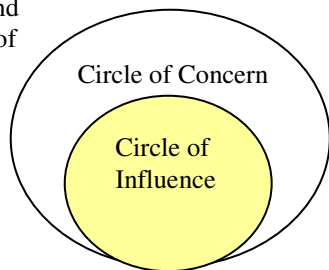
Franklin Covey Co.

Habit 1: Be Proactive

This is the habit of personal vision, means taking responsibility for your attitudes and actions. It's helpful to break the work "responsibility" into two parts:

Response + Ability = Ability to choose responses

The more we exercise our freedom to choose the more proactive we become. The key is to be a light, not a judge; a model, not a critic; to offer opportunities and starve problems, to keep promises and not make excuses, and to focus upon our circle of influence, not upon the larger circle of concern.



Habit 2: Begin With The End in Mind

This is the habit of personal leadership, meaning begin each day with a clear understanding of your desired direction and destination.

Effective people realize that things are created mentally before they are created physically. They write a mission or purpose statement and use it for making decisions. They clarify values and set priorities before selecting goals and going about their work.

Ineffective people allow old habits, other people, and environmental conditions to dictate this first creation. They adopt values and goals from their culture and climb the ladder of success, only to find upon reaching the top rung that the ladder is leaning against the wrong wall.

The second, or physical creation follows the first, like building from a blueprint. If the design is good, the construction will go faster and better. Quality can't be inserted into an end product; it must be designed and built into it from the beginning.

Habit 3: Put First Things First

This is the habit of personal management, which involves organizing and managing time and events around the personal priorities identified in Habit 2.

Habit 4: Think Win-Win

Think Win-Win is the habit of interpersonal leadership. In families and businesses, effectiveness is often achieved through the cooperative efforts of two or

more people. Win-Win is the attitude of seeking mutual benefit. It begins with a commitment to explore all options until a mutually satisfactory solution is reached, or to make no deal at all. It begins with an abundance mentality, a belief that by synergistically increasing the "pie" so there are enough pieces for everybody. People with a scarcity mentality believe there is only enough for the best; they seek win-lose solutions. The Win-Win Agreement clarifies expectations by making the following five elements very explicit: desired results, guidelines, resources, accountability and consequences.

Habit 5: Seek First to Understand, Then to be Understood

This is the habit of communication – one of the master skills in life, the key to building win-win relationships, and the essence of professionalism. *We see the world as we are, not as it is.* Our perceptions come out of our experiences. Empathic listening is deeply therapeutic, because once people are understood they lower their defenses.

Hammering emotionally rooted problems by probing is often counterproductive. Evaluation, sympathy, and advising are also ineffective as means of gaining understanding and influence, but they may have value once the other person feels understood.

Habit 6: Synergize

This is the habit of creative cooperation or teamwork. For those who have a win-win abundance mentality and exercise empathy, differences in any relationship can produce synergy – where the whole is greater than the sum of its parts.

1 + 1 = 3 Synergy results from valuing differences by bringing different perspectives together in the spirit of mutual respect. People then feel free to seek the best possible alternative, often the "3rd alternative", which may be substantially different and better than either of the original proposals.

Habit 7: Sharpen the Saw

This is the habit of self-renewal. Sharpening the Saw means having a balanced, systematic program for self-renewal in the 4 areas of our lives: physical, mental, social/emotional, and spiritual.

It is the law of the harvest: we reap what we sow. We will enjoy a successful harvest if we cultivate these 7 Habits of effectiveness and live in accordance with the underlying principles.

Find Your Voice & Inspire Others to Find Theirs

The 8th habit is: *Find your Voice & Inspire Others to find Theirs.* The essence of this habit is that you will find your voice when you can say that you are 100% involved in what you are doing with your life. By 100% involvement, what is meant is that your body, mind, heart and spirit are all engaged in the adventure - whatever that is for you.

The idea is very simple. Whatever you are doing right now with your life, ask yourself these questions. Is it serving my body, mind heart and spirit? In other words, is it serving your bodily needs: does it allow you to make a good living; does it more-than pay the bills; does it feed and clothe you and your family and provide you with a lovely home?

Secondly, is it serving your need for mental stimulation: do you find it truly stimulating, engaging and challenging? Thirdly, is it serving your emotional needs: do you just love it and are you passionate about it? Finally, does it serve your spiritual needs: do you believe it is the right thing for you to be doing with your life? If you can answer those four questions relating to body, mind, heart and spirit with a resounding 'yes', then it can be said that you have 'found your voice'.

Covey says that the reality in business today is that there are very many people who have not found their voices or perhaps they have lost their voices. The result of this can be seen everywhere. People may go to work just to earn money i.e. to serve their bodily needs but do not really put their creativity, talent and intelligence into the job.

Perhaps the job is serving more than your bodily needs: perhaps it is also mentally stimulating you but, if you won the lottery, you might immediately resign because it is not really what you want to be spending your time doing if monetary considerations were not present. Perhaps, most difficult to imagine is having a job that provides the money, is indeed stimulating and you love

doing it, but it is still not the right thing for you to be doing. The cost to business of employing people who don't really understand or even care about the Vision and Mission of the company is a loss of the 'voice' of the organization.

To find your voice, you need to examine your natural talent - you **are** good at something! Don't let anyone convince you otherwise. You have a unique talent; or 'a unique expression of a talent' in the words of Deepak Chopra. You must find out what that is. Isn't it interesting that you may actually be carrying a talent that is presently unknown to you! (I don't often use an exclamation mark, but that point is I believe worth the punctuation.) You must find out what you absolutely love to do. You must find out what really interests you. And you must listen to the confirming inner voice of your conscience that tells you what the right thing is for you.

When you have found your voice, you can begin inspiring others to do the same thing - that is the second part of the habit. I always remember [Jack Black](#) saying that following his seminars, at certain leading British companies, some people actually resign from their jobs. That is because they have been inspired to give up the process of making a buck and really go for what excites them in life. I might add that not everyone resigns because some of them are indeed in the right place.

Great leaders have always inspired us to 'find' ourselves - to find our own 'voices' and to find the 'voice' of the organization - that is the essence of greatness. People and organizations who have truly found their 'voices' go on to become great. I hope that you will invest the time to discover your own greatness.