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Newsletter Issue # 5
Act Right: Describe How to Behave

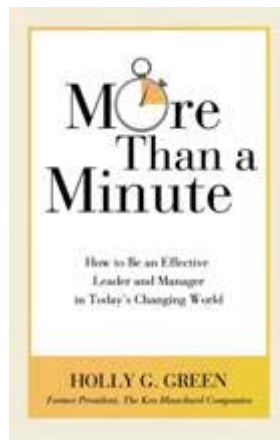


THE HUMAN FACTOR, Inc.

...optimizing human assets to achieve organizational success

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"More Than a Minute provides a guide for doing the right things well in today's world of hyper everything."
John Bell, CEO, Total Training, Inc.

Click [here](#) to read more "Book Buzz" and see what others are saying about *More Than a Minute*.



Check out Holly's latest blogs www.morethanaminute.com/morethanablog to get even more specifics on staying focused and maintaining your success.

Brief lessons from Holly Green's new book, *More Than a Minute*, to support your journey to becoming an even more effective leader and manager in today's changing world!

Act Right: Describe How to Behave

In the last newsletter, we discussed defining a Mission Statement answering the question: Why do we exist? (A copy of this newsletter can be obtained by sending an email to Kristin@TheHumanFactor.biz). Once the Mission Statement has been clarified and communicated to your team, the focus of your attention should be shifted to defining the Guiding Principles and Organizational Attributes (sometimes referred to as Values).

Your Guiding Principles and Organizational Attributes are written in the present tense and illustrate the desired behaviors with each other, as well as with other stakeholders. They note what to do when faced with difficult situations or challenges. These Guiding Principles and Organizational Attributes define excellence in your context and they answer the question: How will we behave?

When defining your Guiding Principles and Organizational Attributes, consider the following:

- **Hierarchy:** Do you need to establish one so that when conflict occurs expected behavior is clear?
- **Measurable:** Can you define it so that it can be measured and continuously improved?
- **Pride:** Is it an attribute you are proud of?

Certain aspects and behaviors of leaders and managers that were important twenty five years ago are still critical today and will likely still be important 100 years from now. These include acting with integrity, leading by example, developing

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talent, ensuring customer satisfaction and loyalty. However, there are vast differences between the old style of administrating and directing and the new approach of guiding and inspiring. People today not only don't want to be managed, in most cases they simply won't be managed. Identifying Principles and Organizational Attributes that people understand, can follow and embrace is a key ingredient to the successful realization of a company's goals.

A more comprehensive list of possible Operating Principles and Organizational Attributes as well as samples and guidance on contra indicators can be found in Chapter 1 of *More Than a Minute*.

"It is not hard to make decisions when you know what your values are." Roy Disney, American Film Writer, Producer, Nephew of Walt Disney

When you think about Disney, you can probably define many of their values. They are evident in products, practices and policies of the organization.

Who said this? "How do we know when irrational exuberance has unduly escalated asset values?" Find out in the next newsletter.

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