

## The Art of Managing People

By *Harrison Barnes*

In these intolerant times, this E-book by Eric Garner can make us smile due to its accuracy and wisdom. Each quote, part of this book, offers its readers essential learning to skillfully manage people. In this collection, you'll find about 500 quotes on the theme of Managing People. They range from quotes by Sophocles in around 400 BC and Seneca in 50 BC to Albert Einstein and Julie Andrews in the 20th century. You'll read some of the most enduring wisdom in the one-liners from the Ancients that will help you become a catalyst of change, making people live and work harmoniously as part of a group, in the present.

--Harrison

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### Preface

#### Introduction to The Art of Managing People

We all love a good quote. A good quote can do many things. It can sum up in just a few words what it takes a whole day to learn. It can deliver something that has taken someone a lifetime of experience to discover. It can make us smile with its accuracy and wisdom. It can delight us with its turn of phrase. And it can hit the spot in encapsulating something we've come to understand ourselves. When asked for their favorite quotations, ones that mean something to them or ones that they were given and have used throughout their lives to help them gain some insight, most people can usually quote a quote.

In this collection, you'll find around 500 quotes on the theme of Managing People. They range from quotes by Sophocles in around 400 BC and Seneca in 50 BC to Albert Einstein and Julie Andrews in the 20th century. You'll read some of the most enduring wisdom in the one-liners from the Ancients. You'll find out how to help others discover their own special talents. You'll learn a modern approach to discipline. In understanding the personality types of those who work for you, you'll find out what makes a great manager. You'll get a primer on recruitment and selection. And you'll learn some of the secrets of how to train people for better performance. This book is a delightful way to learn. When your training is finished, you'll still be leafing through these gems for the sheer pleasure of reading them.

#### Profile of Author Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specializing in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

#### Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to team builder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you're a manager, trainer, or learner, you'll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

### **1 Appraisal Skills**

"We judge ourselves by what we feel capable of doing, while others judge us by what we have already done." (Henry Longfellow 1819 - 92)

"Motivation is like food for the brain. You cannot get enough in one sitting. It needs continual and regular top-ups." (Peter Davies)

"It's a fine thing to have ability, but the ability to discover ability in others is the true test." (Elbert Hubbard)

"The majority of men are subjective toward themselves and objective toward all others, terribly objective sometimes, but the real task is in fact to be objective toward oneself and subjective toward all others." (Soren Kierkegaard 1813 - 55)

"Don't wait for someone to take you under their wing. Find a good wing and climb up under it." (Frank C. Bucaro)

"If I have not seen as far as others, it is because giants were standing on my shoulders." (Hal Abelstein)

"You can't let praise or criticism gets to you. It's a weakness to get caught up in either one." (John Wooden)

"Apply yourself both now and in the next life. Without effort, you cannot be prosperous. Though the land is good, you cannot have an abundant crop without cultivation." (Saskya Pandita 1182 - 1251)

"Be to others the way you would like your appraiser to be to you." (Source Unknown)

"I'm not a great motivator. I just get rid of guys who can't motivate themselves." (Lou Holtz)

"If you commit yourself to performing one 10-minute act of exceptional customer courtesy per day and induce your colleagues in a 100-person company to do likewise, that means 24,000 new courteous acts a year. Such is the stuff of revolutions!" (Tom Peters)

"No one can predict to what heights you can soar. Even you will not know until you spread your wings." (Source Unknown)

"Most people are not really conceited, but feel a certain amount of inferiority and tend to get a little discouraged with them; therefore encouragement is a very important thing! I do it all the time! I praise everybody for everything they do that I see is good." (David Brandt Berg)

"Nothing makes people so worthy of compliments as receiving them. One is more delightful for being told one is delightful, just as one is angrier for being told one is angry." (Katherine F. Gerould)

"Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them." (John Whitmore)

"There are four different kinds of bones in an organization: wish-bones, who wish someone else would do it; jaw-bones, who talk a lot but do very little; knuckle-bones, who knock what everyone else does; and backbones, which do the work." (William Wilkerson)

"A word of encouragement during a failure is worth more than an hour of praise after success." (Source Unknown)

"Talent never asks: 'Will they like it?'" Talent pleases itself. That's the difference between talent and ordinary." (Larry King)

"Get in, get into the place that's your nature, whether it's running a corporation or picking daisies in a field. Get in there and live to it, live to the fullness of it. Become what you are and I'll say to you: You've done more than most men. Most men don't ever do that. They'll work at a job and not know why. They'll marry a woman and not know why. They'll go to their graves and not know why." (E.L. Doctorow)

"When your work speaks for itself, don't interrupt." (Henry Kaiser 1882 - 1967)

"Men are not to be judged by their looks, habits and appearances; but by the character of their lives and conversations, and by their works." (Sir Roger L'Estrange 1616 - 1704)

"Don't mind criticism, if it is untrue, disregard it; if unfair, keep from irritation; if it is ignorant, smile; if it is justified, it is not criticism, learn from it." (Source Unknown)

"Never criticize a man until you've walked a mile in his moccasins." (American Indian proverb)

"One of the highest of human duties is the duty of encouragement. It is easy to laugh at men's ideals; it is easy to pour cold water on their enthusiasm; it is easy to discourage others. The world is full of discouragers. We have a Christian duty to encourage one another. Many a time a word of praise or thanks or appreciation or cheer has kept a man on his feet. Blessed is the man who speaks such a word." (William Barclay)

"To avoid criticism do nothing, say nothing, be nothing." (Elbert Hubbard)

"Never believe anything bad about anybody unless you positively know it to be true; never tell even that unless you feel that it is absolutely necessary-and that God is listening while you tell it." (William Penn)

"People don't dislike appraisals; they dislike badly-run appraisals." (Source Unknown)

"The golfer who doesn't count his shots is only there for the walk." (Source Unknown)

"Those who are lifting the world upward and onward are those who encourage more than criticize." (Elizabeth Harrison 1849 - 1927)

"People's beliefs about their abilities have a profound effect upon those abilities. Ability is not a fixed property; there is a huge variability in how you perform. People who have a sense of self- efficacy bounce back from failure; they approach things in terms of how to handle them rather than worrying about what can go wrong." (Albert Bandura)

"Our message: don't grow up. Growing up means giving up your dreams." (Jerry Rubin 1933 - 94)

"All work of man's is as the swimmers. A vast ocean threatens to devour him; if he fronts it not bravely, it will keep its word. By incessant wise defiance of it, lusty rebuke and buffet of it, behold how it loyally supports him, bears him as its conqueror along! It is so with all things that man undertakes in this world." (Goethe 1749 - 1832)

"We do not judge men by what they are in themselves, but what they are relatively to us." (Anne Swetchine 1782 - 1857)

"The more one judges, the less one loves." (Honoré de Balzac 1799 - 1850)

"Correction does much, but encouragement does more. Encouragement after censure is as the sun after a shower." (Goethe 1749 - 1832)

"No matter how busy you are, you must take time to make the other person feel important." (Mary Kay Ash)

"Judge a tree from its fruit; not from the leaves." (Euripides 480 - 406 BC)

"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)

"Never fail to reward merit but never let a fault go unremarked." (Seisei Kato of Toyota)

"To belittle is to be little." (Source Unknown)

"The moment a man can really do his work, he becomes speechless about it; all words are idle to him; all theories. Does a bird need to theorize about building his nest or boast of it when it is built? All good work is essentially done that way: without hesitation, without difficulty, without boasting." (John Ruskin 1819 - 1900)

"You specialize in something until one day you find it: is specializing in you." (Arthur Miller)

"The idea that to make a man work you've got to hold gold in front of his eyes is a growth, not an axiom. We've done it that way for so long that we've forgotten there's any other way." (F.Scott Fitzgerald 1896 - 1940)

"Make no little plans; they have no magic to stir men's bloods. Make big plans, high in hope and work." (Daniel Burnham)

"The essence of work is concentrated energy." (Walter Bagehot 1826 - 77)

"An objective without a plan is a dream." (Douglas McGregor)

"Keep away from the people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great." (Mark Twain 1835 - 1910)

"I couldn't motivate a bee to sting you if it didn't have the equipment. I couldn't motivate a snake to bite you if it didn't have the teeth. You can only bring out of people what they are capable of giving. Two of the great myths circulating now are that Heinz beans are the best and that I can get out of men more than they have inside them." (Brian Clough, football manager)

"The talent of success is nothing more than doing what you can do well, and doing well whatever you do without thought of fame. If it comes at all it will come because it is deserved, not because it is sought after." (Henry Longfellow 1819 - 92)

"I praise loudly; I blame softly." (Catherine the Great 1729 - 96)

"Good leadership consists in motivating people to their highest levels by offering those opportunities, not obligations." (John Heider)

"Our plans miscarry if they have no aim. When a man does not know what harbour he is making for, no wind is the right wind." (Seneca 3 BC - 65 AD)

"The True road to pre-eminent success in any line is to make yourself master of that line." (Andrew Carnegie 1837 - 1919)

"That which we persist in doing becomes easier, not because the task itself has become easier but because our ability to perform it has improved." (Scratched above a schoolhouse door in Kansas)

"A pat on the back is only a few vertebrae removed from a kick in the pants, but is miles ahead in results." (Ella Wheeler Wilcox)

"People tend to resist that which is thrust upon them. They tend to support that which they help to create." (Vince Pfaff)

"Too many of us take pleasure in discouraging people by pointing out their mistakes and getting excited about their failures rather than focusing on their strengths and getting excited about the possibilities." (John Maxwell)

"Good advice is beyond price." (Old proverb)

"The productivity of people requires continuous learning, as the Japanese have taught us. It requires adoption in the West of the specific Japanese Zen concept where one learns to do better what one already does well." (Peter Drucker)

"Work while you have the light. You are responsible for the talent that has been entrusted to you." (Henri Frederic Amiel)

"If you are always worried about how you are performing a task, about how others perceive your performance, you will never perform it well. Performance requires forgetting yourself." (Richard Saul Wurman)

"I know the price of success: dedication, hard work, and an unremitting devotion to the things you want to see happen." (Frank Lloyd Wright)

"Everyone needs to know what is expected of them. Expect people to be better than they are; it helps them to become better. But don't be disappointed when they are not; it helps them to keep trying." (Merry Browne)

"Over the long run, superior performance depends on superior learning." (Peter Senge)

"Evaluation of performance, merit rating or annual review nourishes short-term performance, annihilates long-term planning, builds fear, demolishes teamwork, and nourishes rivalry and politics. It leaves people bitter, crushed, bruised, battered, desolate, despondent, dejected, feeling inferior, some even depressed, unable to comprehend why they are inferior." (W.Edwards Deming 1900 - 93)

"If it is not truthful and not helpful, don't say it. If it is truthful and not helpful, don't say it. If it is helpful and not truthful, don't say it. If it is truthful and helpful, wait for the right time." (The Buddha)

"It is not the critic who counts; not the man who points out how the strong man stumbled or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena; who strives valiantly; who, at the best, knows the triumph of high achievement; and who, at the worst, if he fails, at least fails while daring greatly." (Theodore Roosevelt 1858 - 1919)

"God doesn't give people talents that he doesn't want them to use." (Iron Eagle)

"People forget how fast you did a job, but they remember how well you did it." (Howard W. Newton)

"Motivation is what gets you started. Habit is what keeps you going." (Jim Ryun)

"I have yet to find the man, however exalted his station, who did not do better work and put forth greater effort under a spirit of approval than under a spirit of criticism." (Charles M. Schwab)

"Appreciative words are the most powerful force for good on earth!" (George W. Crane)

"Our dependency makes slaves out of us, especially if this dependency is a dependency of our self-esteem. If you need encouragement, praise, pats on the back from everybody, then you make everybody your judge." (Source Unknown)

"I don't have a lot of respect for talent. Talent is genetic. It's what you do with it that counts." (Martin Ritt)

"I remember when I was in college, people told me I couldn't play in the NBA. There's always somebody saying you can't do it and those people have to be ignored." (Bill Cartwright)

"Criticism should not be querulous and wasting, all knife and root-puller, but guiding, instructive, inspiring." (Ralph Waldo Emerson)

"Never retract, never explain, never apologies. Get things done and let them howl." (Nellie McClung)

"I believe that one becomes stronger emotionally by taking life less personally. If your employer criticizes your report, don't take it personally. Instead, find out what's needed and fix it. If your girlfriend laughs at your tie, don't take it personally. Find another tie or find another girlfriend." (Marilyn von Savant)

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

"The secret to giving advice is after it is given, to be perfectly indifferent to whether it is taken or not, and never persist in trying to set people right." (Hannah Whitall Smith)

"Punishing honest mistakes stifles creativity. I want people moving and shaking the earth and they're going to make mistakes." (Ross Perot)

"A gem is not polished without rubbing, nor a man perfected without trials." (Chinese Proverb)

"Feedback is the breakfast of champions." (Kenneth Blanchard)

"For every criticism you make of someone's job performance, make sure you give the person four compliments." (Thich Halin)

"Not everything that can be counted counts and not everything that counts can be counted." (Albert Einstein)

"Kind thoughts are rarer than either kind words or deeds. They imply a great deal of thinking about others. This in itself is rare, but they also imply a great deal of thinking about others without the thoughts being criticisms. This is rarer still." (E.W. Faber)

"There are two things people want more than sex and money - recognition and praise." (Mary Kay Ash)

"Question: do you reward how long an employee sits in the saddle, or how far he or she rode the horse? Sometimes management seems to reward those who put in long hours at work without looking at the results they accomplish." (Source Unknown)

"Any fool can criticize, condemn and complain ... and most fools do." (Dale Carnegie)

"Treat people as if they were what they ought to be and you help them to become what they are capable of being." (Johann Wolfgang von Goethe)

"Sandwich every bit of criticism between two thick layers of praise." (Mary Kay Ash)

"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)

"What gets recognized gets reinforced and what gets reinforced gets repeated." (Source Unknown)

"A non-doer is very often a critic-that is, someone who sits back and watches doers, and then waxes philosophically about how the doers are doing, it's easy to be a critic, but being a doer requires effort, risk, and change." (Wayne Dyer)

"It's your aptitude, not just your attitude that determines your ultimate altitude." Zig Ziglar)

"To understand the heart and mind of another person, look not at what he has already achieved, but at what he aspires to." (Kahlil Gibran)

## **2 Disciplines**

"Life teaches us to be less severe with ourselves and others." (Goethe 1749 - 1832)

"Life is like music, it must be composed by ear, feeling and instinct not by rule. Nevertheless, one had better know the rules, for they sometimes guide in doubtful cases, though not often." (Samuel Butler 1612 - 80)

"Law: an ordinance of reason for the common good, made by him who has care of the community." (Thomas Aquinas 1225 - 74)

"A stern discipline pervades all nature, which is a little cruel that it may be very kind." (Edmund Spenser 1552 - 99)

"Laws are generally not understood by three sorts of people: those that make them, those that execute them, and those that suffer if they break them." (Lord George Halifax 1633 - 95)

"Hell, there are no rules here; we're trying to accomplish something." (Thomas Edison 1847 - 1931)

"The English laws punish vice; the Chinese laws do more, they reward virtue." (Oliver Goldsmith 1728 - 74)

"Some people regard discipline as a chore. For me it is a kind of order that sets me free to fly." (Julie Andrews)

"Laws in their original design are not made to draw men into crimes, but to prevent crimes. Laws are buoys set upon dangerous places under water, to warn mankind, that such sands or rocks are there, and the language in them is: come here at your peril." (Daniel Defoe 1660- 1731)

"Petty laws breed great crimes." (Ouida 1839 - 1908)

"Laws control the lesser man; right conduct controls the greater one." (Chinese proverb)

"Nobody has a more sacred obligation to obey the law than those who make the law." (Sophocles 495 - 406 BC)

"Written laws are like spiders' webs and will, like them, only entangle and hold the poor and weak, while the rich and powerful will easily break through them." (Anacharsis 600 BC)

"Order is the first requisite of liberty." (Georg Hegel 1770- 1831)

"The more taboos and restrictions there are in the world, the poorer the people will be. The more laws and regulations are made prominent, the more thieves and robbers there will be." (Lao Tzu 600 BC)

"Laws are never as effective as habits." (Adlai Stevenson)

"Order is the sanity of the mind, the health of the body, the peace of the city, the security of the state. As the beams to a house, as the bones to the microcosm of man, so is order to all things." (Robert Southey 1774 - 1843)

"Man must be disciplined for he is by nature raw and wild." (Immanuel Kant 1724 - 1804)

"A state is better governed which has but few laws, and those laws strictly observed." (Rene Descartes 1596 - 1650)

"There is no man that lives that does not need to be drilled, disciplined, and developed into something higher and nobler and better than he is by nature." (Henry Ward Beecher 1813 - 78)

"Useless laws weaken the necessary laws." (Montesquieu 1689 - 1755)

"There is no course of life as weak and sottish as that which is managed by order, method and discipline." (Michel de Montaigne 1533 - 92)

"The strictest law sometimes becomes the severest injustice." (Terence 185 - 159 BC)

"Those who are too lazy and comfortable to think for themselves and be their own judges obey the laws. Others sense their

own laws within them." (Hermann Hesse 1877 - 1962)

"A multitude of laws in a country is like a great number of physicians, a sign of weakness and malady." (Voltaire 1694 - 1778)

"Laws too gentle are seldom obeyed; too severe, seldom executed." (Benjamin Franklin 1706 - 90)

"It is the bridle and the spur that make a good horse." (Thomas Fuller 1608-61)

"Laws should be like clothes. They should be made to fit the people they are meant to serve." (Clarence Darrow 1857 - 1938)

"Let all things be done decently and in order." (1 Corinthians 14 verse 40)

"No civilization would ever have been possible without a framework of stability, to provide the wherein for the flux of change. Foremost among the stabilizing factors, more enduring than customs, manners and traditions are the legal systems that regulate our life in the world and our daily affairs with each other." (Hannah Arendt 1906 - 75)

"We do not correct the man we hang; we correct others by him." (Michel de Montaigne 1533 - 92)

"There is nothing so easy as to revenge an offence; but nothing so honourable as to pardon it." (Akhenaton 1375 BC)

"Severities should be dealt out all at once that by their suddenness they may give less offence. Benefits should be handed out drop by drop, that they may be relished the more." (Niccolo Machiavelli 1469 - 1527)

"By taking revenge, a man is but even with his enemy; but in passing over it, he is superior." (Francis Bacon 1561 - 1626)

"Revenge upon a wrong-doer brings one day's pleasure. For him who bears with patience evil from another, there will be praise until the world shall end." (Indian proverb)

"Be always more ready to forgive, than to return an injury. He that watches for an opportunity of revenge lieth in wait against himself and draweth down mischief on his own head." (Akhenaton 1375 BC)

"Before a thunderstorm there is a build-up of tension which is only relieved by the explosive force of thunder and lightning. In human affairs, there must be a clear distinction between the penalties for small and great crimes. Retribution for wrongdoing must be swiftly and surely applied if greater problems are to be prevented." (I Ching 1150 BC)

"Let the punishment be equal with the offence." (Cicero 106 - 43 BC)

"Punishment should not be meted out in anger. It must fulfil the purpose of preventing unreasonable excesses by others." (I Ching 1150 BC)

"The best sort of revenge is not to be like him who did the injury." (Marcus Aurelius 121 - 180)

"To make punishments efficacious, two things are necessary: they must never be disproportionate to the offence, and they must be certain." (William Simms 1806 - 70)

"Only the man who can impose discipline on himself is fit to discipline others or can impose discipline on others." (William Feather)

"Discipline is the refining fire by which talent becomes ability." (Roy L. Smith)

"No steam or gas ever drives anything until it is confined. No Niagara is ever turned into light and power until it is tunnelled. No life ever grows until it is focused, dedicated, disciplined." (Harry Fosdick)

"No man is free who is not a master of himself." (Epictetus)

"Discipline to me is sacrifice; it's willingness to give up something you want to do, so you can better yourself." (Bobby Bowden)

"Discipline is the bridge between goals and accomplishment." (Jim Rohn)

"Affection without sentiment, authority without cruelty, discipline without aggression, humor without ridicule, sacrifice without obligation, companionship without possessiveness." (William E. Blatz on parenting and leadership)

"Any fool can make a rule, and any fool will mind it." (Henry David Thoreau)

"One of the greatest delusions in the world is the hope that the evils in this world are to be cured by legislation." (Thomas B. Reed)

"There is no revenge as complete as forgiveness." (Josh Billings)

"The general feeling is, if you don't treat everyone the same you're showing partiality. To me, that's when you show the most partiality, when you treat everyone the same. You must give each individual the treatment that you feel he earns and deserves, recognizing at all times that you're imperfect, and you're going to be incorrect oftentimes in your judgment." (John Wooden)

"Never does the human soul appear as strong and noble as when it forgoes revenge and dares to forgive an injury." (Edwin Chapin)

"You can't get ahead while you are getting even." (Dick Armey)

"Bringing up a family (and managing a business too) should be an adventure, not an anxious discipline in which everybody is constantly graded for performance." (Milton R. Saperstein)

"A person who is not disciplined cannot be cautioned." (African Proverb)

"When life does not go our way or we inadvertently make a mistake, it is so easy to make excuses, place blame on others, or argue that circumstances were against us. But we only progress in life to the extent that we take responsibility for our actions and attitudes, and put forth the initiative necessary to create our own circumstances." (Stephen Covey)

"Anybody who gets away with something will come back to get away with a little bit more." (Harold Schoenberg)

"Better to be pruned to grow than cut up to burn." (John Trapp) "Reasonable orders are easy enough to obey; it is capricious, bureaucratic or plain idiotic demands that form the habit of discipline." (Barbara Tuchman)

"Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all." (George Washington)

"You will never be the person you can be if pressure, tension and discipline are taken out of your life." (James G. Bilkey)

"Self-discipline is when your conscience tells you to do something and you don't talk back." (W. K. Hope)

"Punishment is the last and the least effective instrument in the hands of the legislator for the prevention of crime." (John

Huskin)

"If he who breaks the law is not punished, he who obeys is cheated. This, and this alone, is why lawbreakers ought to be punished, to authenticate as good, and to encourage as useful, law-abiding behaviour. The aim of criminal law cannot be correction or deterrence; it can only be the maintenance of the legal order." (Thomas Szasz)

"Who loves well, chastises well." (French Proverb)

"The majority of people have not the courage to correct others because they don't have the courage to bear correction themselves." (Source Unknown)

"One of the great lessons I've learned in athletics is that you've got to discipline your life. No matter how good you may be, you've got to be willing to cut out of your life those things that keep you from going to the top." (Olympic athlete Bob Richards)

"Discipline is not a nasty word." (Pat Riley)

"The generality of men are naturally apt to be swayed by fear rather than reverence, and to refrain from evil rather because of the punishment that it brings than because of its foulness." (Aristotle)

"He who lives without discipline dies without honour." (Icelandic Proverb)

"All disciplines affect each other. Mistakenly the man says, "This is the only area where I let down." Not true. Every let down affects the rest. Not to think so is naive." (Jim Rohn)

"What it lies in our power to do, it lies in our power not to do." (Aristotle)

"Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not; it is the first lesson that ought to be learned; and however early a man's training begins, it is probably the last lesson that he learns thoroughly." (Thomas Huxley)

"We are often deterred from crime by the disgrace of others." (Horace)

"That man is a creature who needs order yet yearns for change is the creative contradiction at the heart of the laws which structure his conformity and define his deviancy," (Freda Adler)

"Crime is naught but misdirected energy." (Emma Goldman)

"Discipline must come through liberty. We do not consider an individual disciplined only when he has been rendered as artificially silent as a mute and as immovable as a paralytic. He is an individual annihilated, not disciplined." (Maria Montessori)

"There are crimes that become innocent and even glorious by their brilliancy, number, or excess; and therefore, it happens that public robbery is called "financial skill," and the unjust capture of provinces is called "a conquest"" (Francois de la Rochefoucauld)

"The abundant life does not come to those who have had a lot of obstacles removed from their path by others. It develops from within and is rooted in strong mental and moral fibre." (William Mather Lewis)

"Nordstrom's Rules for Employees: Rule #1: Use your good judgment in all situations. There are no additional rules." (Nordstrom)

"Not doing the things we know we should do causes us to feel guilty and guilt leads to an erosion of self-confidence. As our self-confidence diminishes, so does the level of our activity. And as our activity diminishes, our results inevitably decline." (Jim Rohn)

"If you want to give a man credit, put it in writing. If you want to give him hell, do it on the phone." (Charles Beacham)

"If you are the master be sometimes blind, if you are the servant be sometimes deaf." (R. Buckminster Fuller)

"Management that is destructively critical when mistakes are made kills initiative and it's essential that we have many people with initiative if we're to continue to grow." (Lewis Lehr)

"Since nothing we intend is ever faultless, and nothing we attempt ever without error, and nothing we achieve without some measure of finitude and fallibility we call humanness, we are saved by forgiveness." (David Augsburger)

"Life is not life unless you make mistakes." (Joan Collins)

"The better a man is the more mistakes he will make for the more things he will try." (Peter Drucker)

"Admitting error clears the score, and proves you wiser than before." (Arthur Guiterman)

"All bad habits start slowly and gradually and before you know you have the habit, the habit has you." (Zig Ziglar)

"We must all suffer from one of two pains: the pain of discipline or the pain of regret. The difference is discipline weighs ounces while regret weighs tons." (Jim Rohn)

"The ability to discipline yourself to delay gratification in the short term in order to enjoy greater rewards in the long term is the indispensable pre-requisite for success." (Brian Tracy)

"Self-respect is the fruit of discipline; the sense of dignity grows with the ability to say no to oneself." (Rabbi Abraham Heschel)

"Habit is habit and not to be flung out of the window by any man, but coaxed downstairs a step at a time." (Mark Twain)

"Your habits operate at the unconscious level; you are not normally aware of them. It's only by bringing a habit into your conscious awareness that you can observe what it's doing, how it empowers and serves you or doesn't." (Jeff Olson)

"Men acquire a particular quality by constantly acting a particular way. You become just by performing just actions, temperate by performing temperate actions, brave by performing brave actions." (Aristotle)

"Make it a point to do something every day that you don't want to do. This is the golden rule for acquiring the habit of doing your duty without pain." (Mark Twain)

"The common denominator of success lies in forming the habit of doing things that failures don't like to do," (Albert Gray)

### **3 Enneagram Personality Types**

"Know, first, who you are; and then adorn yourself accordingly." (Epictetus 55 - 135)

"He who knows much about others may be learned, but he who understands himself is more intelligent. He who controls

others may be powerful, but he who has mastered himself is mightier still." (Lao Tzu 600 BC)

"Man's main task in life is to give birth to himself, to become what he potentially is. The most important product of his effort is his own personality." (Erich Fromm)

"The self is not something ready-made, but something in continuous formation through choice of action." (John Dewey)

"Many individuals have, like uncut diamonds, shining qualities beneath a rough exterior." (Juvenal 40 - 125)

"It is in men as in soils where sometimes there is a vein of gold which the owner knows not of." (Jonathan Swift 1667 - 1745)

"The true portrait of a man is a fusion of what he thinks he is, what others think he is, what he really is and what he tries to be." (Dore Schary)

"Abandoning who people think you are and becoming who you really are is a simple concept, but sometimes it is very hard to do. It isn't easy to give up others' ideas of who you are. Yet the key to success is to discover your uniqueness and to exploit it. Your authentic persona, either personal or corporate, is the key to your prosperity." (Larry Winget)

For Ones: "Be patient with everyone but above all with yourself. I mean do not be disheartened by your imperfections, but always rise up with fresh courage. How are we to be patient in dealing with our neighbours' faults if we are impatient in dealing with our own? All profitable correction comes from a calm and peaceful mind." (Francis de Sales 1567 - 1622)

"He who stops being better stops being good." (Oliver Cromwell 1599 - 1658)

"Nothing needs reforming so much as other people's habits." (Mark Twain 1835 - 1910)

"The function of perfection: to make one know one's own imperfections." (St Augustine 354 - 430)

"The surest hindrance of success is to have too high a standard of refinement in our minds or too high an opinion of the judgment of the public. He who is determined not to be satisfied with anything short of perfection will never do anything to please himself or others." (William Hazlitt 1778 - 1830)

"Never cease to be convinced that life might be better - your own and others.'" (Andre Gide 1869 - 1951)

"One may be better than his reputation but never better than his principles." (Nicholas V. De Latena)

"Learn what is true in order to do what is right is the summing up of the whole duty of mankind." (Thomas Henry Huxley)

"The forgiveness of the world can only be accomplished by the judgment of the world." (Ralph W. Stockman)

"Laughter does not seem to be a sin, but it leads to sin." (St John Chrysostom) For Twos: "The one thing we can never get enough of is love; and the one thing we never give enough of is love." (Henry Miller 1891 - 1980)

"The pleasure of love is in loving. We are happier in the passion we feel than in that which we excite." (La Rochefoucauld 1613 - 80)

"There are three kinds of love: unselfish, mutual and selfish. The unselfish love is of the highest kind. The lover only minds the welfare of the beloved. In mutual love the lover wants the happiness of his beloved and his own happiness also. The selfish love is the lowest. It only looks towards its own happiness, no matter whether the beloved suffers weal or woe." (Ramakrishna 1836 - 86)

"The passion for setting people right is in itself an afflictive disease." (Marianne Moore)

"Help thy brother's boat across, and lo! thine own has reached the shore." (Hindu Proverb)

"The art of pleasing is the art of deceiving." (Vauvenargues 1715 - 1747)

"We are rarely proud when we are alone." (Voltaire 1694 - 1778)

"The burning conviction that we have a holy duty towards others is often a way of attaching our drowning selves to a passing raft." (Eric Holier)

"The vocation of every man and woman is to serve other people." (Leo Tolstoy 1828 - 1910)

"Friendship with oneself is important, because without it one cannot be friends with anyone else in the world." (Eleanor Roosevelt 1884 - 1962)

For Threes: "Like dogs in a wheel, birds in a cage, or squirrels on a chain, ambitious men still climb and climb with great labour and incessant anxiety but never reach the top." (Robert Burton 1576 - 1640)

"Pretending is a virtue. If you can't pretend, you can't be king." (Luigi Pirandello)

"Success is getting what you want. Happiness is wanting what you get." (Dale Carnegie)

"Each handicap is like a hurdle in a steeplechase, and when you ride up to it, if you throw your heart over, the horse will go along too. Act as if it were impossible to fail." (Dorothea Brande)

"Men can do all things if they will." (Leo Battista Alberti)

"Losers visualize the penalties of failure. Winners visualize the rewards of success." (Rob Gilbert)

"Strong lives are motivated by dynamic purposes." (Kenneth Hildebrand)

"If I've listened to anything about getting stronger, getting more competitive, it's that you can listen to only one voice -the one that says, "Get up"." (Nancy Kerrigan, Olympic figure skater)

"Some are born great, some achieve greatness, and some hire public relations officers." (Daniel Boorstin)

"No man, for any considerable period, can wear one face to himself, and another to the multitude, without finally getting bewildered as to which may be the true." (Nathaniel Hawthorne 1804 - 1864)

For Fours: "Melancholy is the pleasure of being sad." (Victor Hugo 1802 - 85)

"That it will never come again is what makes life so sweet." (Emily Dickinson 1830 - 86)

"Pain and death are part of life. To reject them is to reject life itself." (Henry Havelock Ellis)

"The beautiful bird gets caged." (Chinese Proverb)

"Do not fear death so much but rather the inadequate life." (Bertolt Brecht)

"As a remedy against all ills - poverty, sickness and melancholy - only one thing is absolutely necessary: a liking for work." (Charles Baudelaire 1821 - 67)

"One's happiness depends less on what one knows than on what one feels." (Liberty Hyde Bailey)

"Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something, and that this thing, at whatever cost, must be attained." (Marie Curie 1867 -1934)

"Is not this the true romantic feeling - not to desire to escape life, but to prevent life from escaping you." (Thomas Wolfe 1900 -38)

"I have sometimes been wildly, despairingly, acutely miserable, racked with sorrow, but through it all I still know quite certainly that just to be alive is a grand thing." (Agatha Christie 1890 -1976)

For Fives: "Thinking is easy, acting is difficult and to put one's thoughts into action is the most difficult thing in the world." (Goethe 1749 - 1832)

"Solitude is as needful to the imagination as society is wholesome for the character." (James Lowell 1819 -91)

"Life does not consist mainly - or even largely - of facts and happenings. It consists mainly of the storm of thoughts that is forever blowing through one's head." (Mark Twain 1835 - 1910)

"Knowledge is power." (Francis Bacon 1561 -1626)

"We are what we think. All that we are arises with our thoughts. With our thoughts we make our world." (The Buddha)

"The miser puts all his gold pieces in a coffer, but as soon as the coffer is closed, it's the same as if it were empty." (Andre Gide 1869 - 1951)

"To whom you tell your secrets, to him you resign your liberty." (Spanish Proverb)

"Nothing interferes with my concentration. You could put on an orgy in my office and I wouldn't look up. Well, maybe once." (Isaac Asimov)

"Less is more." (Robert Browning 1812 - 89)

"One reason I like boats so much is that you have to pare everything down to the bare necessities, and there you are, the captain of a little boat, without a shelter, without a past, without future hopes." (Peter Matthiessen)

For Sixes: "They conquer who believe they can. He has not learned the first lesson of life who does not every day surmount a fear." (Ralph Waldo Emerson 1803 - 82)

"In morals, what begins in fear usually ends in wickedness; in religion, what begins in fear usually ends in fanaticism. Fear, either as a principle or a motive, is the beginning of evil." (Anna Jameson 1794 - 1860)

"Courage is doing what you're afraid to do. There can be no courage unless you're scared." (Eddie Rickenbacker)

"Eighty per cent of success is showing up." (Woody Allen)

"Fear is an emotion indispensable for survival." (Hannah Arendt)

"Suspicion always haunts the guilty mind." (William Shakespeare)

"Dan Ackroyd: "There is a word for people who think everyone is conspiring against them." Woody Aliens reply: "Yes, perceptive!" (From the movie "Curse of the Jade Scorpion")

"A reasonable probability is the only certainty." (Edgar Watson Howe)

"Life is either a daring adventure or nothing. Security is mostly a superstition. It does not exist in nature." (Helen Keller)

"It is dear the future holds opportunities. It also holds pitfalls. The trick will be to seize the opportunities, avoid the pitfalls, and be back home by 6:00." (Woody Allen)

For Sevens: "They intoxicate themselves with work so they won't see how they really are." (Aldous Huxley 1894 - 1963)

"Learn to pause; or nothing worthwhile will ever catch up with you." (Doug Kline)

"Creativity is inventing, experimenting, growing, taking risks, breaking rules, having fun." (Mary Lou Cook)

"Not the fruit of experience, but experience itself, is the end." (Walter Pater)

"A lion chased me up a tree and I greatly enjoyed the view from the top." (Confucius)

"It's a very short trip. While alive, live." (Malcolm Forbes 1919 - 90)

"There is one thing which gives radiance to everything. It is the idea of something around the corner." (G. K. Chesterton 1874 -1936)

"Digestion is the great secret of life." (Sydney Smith 1771 - 1845)

"I don't believe in ageing. I believe in forever altering one's aspect to the sun." (Virginia Wolff 1882 - 1941)

"The world is so full of a number of things; I'm sure we should all be as happy as kings." (A Child's Garden Of Verse)

For Eights: "Have courage to act, rather than react." (Earlene Larson Jenke)

"Justice without force is powerless; force without justice is tyrannical." (Blaise Pascal 1623 - 80)

"O! It is excellent to have a giant's strength, but it is tyrannous to use it like a giant." (William Shakespeare 1564 - 1616)

"The love of justice in most men is only the fear of suffering injustice." (La Rochefoucauld 1613 - 80)

"He who strikes the first blow admits he's lost the argument." (Chinese Proverb)

"When you have gained a victory, do not push it too far." (Eustace Budgell)

"Power is the virtue that makes all other virtues possible." (From the movie Enter the Dragon)

"People ask the difference between a leader and a boss. The leader leads, and the boss drives." (Theodore Roosevelt 1858 - 1919)

"We will either find a way, or make one." (Hannibal)

"Never be afraid to dare. And never imitate. Play without asking advice." (Vladimir Horowitz, pianist)

For Nines: "Peace comes from within. Do not seek it from without." (The Buddha 568 - 488 BC)

"To be idle requires a strong sense of personal identity." (Robert Louis Stevenson)

"I'm lazy. But it's the lazy people who invented the wheel and the bicycle because they didn't like carrying things." (Lech



Walesa)

"The art of leisure lies, to me, in the power of absorbing without effort the spirit of one's surroundings; to look, without speculation, at the sky and sea; to become part of a green plain; to rejoice, with a tranquil mind, in the feast of colour in a bed of flowers." (Dion Calthrop)

"To be happy in this world, especially when youth is past, it is necessary to feel oneself not merely an isolated individual whose day will soon be over, but part of the stream of life flowing on from the first germ to the remote and unknown future." (Bertrand Russell 1872 - 1970)

"The earth does not belong to man, man belongs to the earth. All things are connected like blood which unites us all, Man did not weave the web of life, he is merely a strand in it. Whatever he does to the web, he does to himself." (Chief Seattle of the Duwamish 1786 - 1866)

"I loaf and invite my soul. I lean and loaf at my ease observing a blade of grass." (Walt Whitman 1819-92)

"Do not push forward a wagon; you will only raise dust about yourself. Do not think of all your anxieties; you will only make yourself ill." ( James Legge, The Shih King)

"The fine art of executive decisions consists in not deciding questions that are not now pertinent, in not deciding prematurely, in not making decisions that cannot be made effective, and in not making decisions that others should make." (Chester I. Barnard 1886 - 1961)

"The Tao does nothing yet nothing is left undone." (Lao Tzu 600 BC)

"The ultimate purpose of the Enneagram is to help each of us become a fully-functioning person which means that each of us will become a paradox: free, yet constrained by necessity; shrewd, yet innocent; open to others, yet self-reliant; strong, yet able to yield; realistic about the suffering existence imposes on us, yet full of gratitude for life as it is." (Don Richard Riso)

#### **4 Recruitment and Selection**

"Most executives hire on the basis of urgent need. They read resumes and interview candidates with eyes and ears of hope. They don't find out the pattern of that person's motivations. And when they don't, they pay a high price later down the road." (Stephen Covey)

"You had better be a round peg in a square hole rather than a round peg in a round hole. The latter is in for life, while the first is only an indeterminate sentence." (Elbert G. Hubbard)

"Recruit those who will fit in with your group and culture. If they look like they were weaned on a pickle in the interview, what will they look like after they are hired?" (William Blades)

"Many good job candidates may look elsewhere if your hiring process consumes too much of their day, especially if they are currently employed. This message also tells them the business cannot make day-to-day decisions easily, and that the many levels of bureaucracy may hinder their success should they accept the position." (Byrne and Castellano)

"When you hire people that are smarter than you, you prove that you are smarter than they are." (R. H. Grant)

"Start with good people, lay out the rules; communicate with your employees; motivate them and reward them. If you do all these effectively, you can't go wrong." (Lee Iacocca, former head of Chrysler)

"The best fish swim near the bottom of the sea." (Old proverb)

"Start with the person's early life, and ask him or her, "What is it you did very well and that you loved doing?" Also ask, "What made you feel good about yourself?" You will begin to see patterns that persist over time." (Stephen Covey)

"The universe is a symphony of harmonious diversity." (Source Unknown)

"There is in every nation and community a fittest, a wisest, a bravest, a best. Whom could we find and make king over us, all were, in very truth, well. By what art discover him? Will the heavens in their pity teach us no art, for our need of him is great?" (Thomas Carlyle 1795-1881, on the difficulties of king-making)

"The critical issue today is the recruitment, retention, development and succession of talent." (Karen Stephenson, professor of management, University of California, Los Angeles)

"When I applied many years ago to join the Trinity College library, I was turned down not because I was a woman, but because I wasn't a man." (Mary Hainey, Irish minister of trade)

"If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants." (Ogilvie and Mather, advertising agency)

"Where to elect there is but one, 'tis Hobson's choice: take that or none." (Old proverb)

"Great talkers are great liars." (18th century proverb)

"A fool may ask more questions in an hour than a wise man can answer in seven years." (Old proverb)

"Find the qualities in your people and you find the quality in your company." (Sir Simon Hornby)

"We are in an era in which the quality of their people is the distinguishing feature of successful organisations." (Sir Michael Bett)

The 20th century was an age of machines; the 21st will be an age of people." (Rosabeth Moss Kanter)

"The rung of the ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other somewhat higher." (Thomas Huxley)

"You can't hire someone to practice for you." (H. Jackson Brown Jnr)

"Ability without visibility is a disability." (Max Eggert)

"The surest way to make costly mistakes in recruitment is to fail to do your groundwork in advance." (Source Unknown)

"Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing is to keep your mind young." (Henry Ford)

"The philosophy behind much advertising is based on the old observation that every man is really two men: the man he is and the man he wants to be." (William Feather)

"The secret of all effective originality in advertising is not the creation of new and tricky words and pictures but one of putting

familiar words and pictures into new relationships." (Leo Burnett)

"To select the wrong person for a job is a common mistake; not to remove him/her is a fatal weakness." (Source Unknown)

"The key for us, number one, has always been hiring very smart people." (Bill Gates)

"If you suspect a man, don't employ him, and if you employ him, don't suspect him." (Chinese Proverb)

"You can employ men and hire hands to work for you, but you must win their hearts to have them work with you." (Riorio)

"Never hire anyone who is going to report directly to you who you do not intuitively just plain like from first impressions. If your instincts tell you you're going to have a hard time working with someone, pass." (Fred Charette)

"All the evidence shows that organizations that practice fair recruitment are more attractive, more respected, and more productive than those that don't." (Source Unknown)

"If you hire mediocre people, they will hire mediocre people." (Tom Murphy)

"In determining "the right people," the good-to-great companies place greater weight on character attributes than on specific educational background, practical skills, specialized knowledge, or work experience." (Jim Collins)

"Before we even think about assessing people for a job, they have to pass through three screens. The first test is for integrity. People with integrity tell the truth, and they keep their word. The second test is for intelligence. The candidate has a strong dose of intellectual curiosity. The third ticket to the game is maturity-the ability to handle stress and setbacks, and enjoy success with equal parts of joy and humility." (Jack Welch)

"The moment you feel the need to tightly manage someone, you've made a hiring mistake. The best people don't need to be managed. Guided, taught, led--yes. But not tightly managed." (Jim Collins)

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies." (Larry Bossidy)

"If we weren't still hiring great people and pushing ahead at full speed, it would be easy to fall behind and become a mediocre company." (Bill Gates)

"The interview is a complete failure and Time devoted to it as far as accurate predicting is concerned goes wasted." (Hans Eysenck)

"Time spent on hiring is time well spent." (Robert Half)

"There is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of those you love. When you learn to tap this source, you will have truly defeated age." (Sophia Loren)

"Customers are increasingly looking through the front door of the companies they buy from. If they don't like what they see in terms of social responsibility, they will not go in." (GrandMet)

"People are the single sustainable source of competitive advantage." (Sir Michael Bett)

"Judge not according to the appearance." (John 7 verse 24)

"The art of recruiting is the purest form of evangelism because you're not simply asking people to try your product, buy your product, or partner with you. Instead, you are asking them to bet their lives on your organization. Can it get any scarier for them, and tougher for you, than this?" (Guy Kawasaki)

"He who asks is a fool for five minutes but he who does not ask remains a fool forever." (Chinese proverb)

"The purpose of the selection interview is not to test candidates' nerves. If your job requires someone with nerves of steel, then use a test instead." (Source Unknown)

"A good listener is not only popular everywhere but after a while he gets to know something." (Wilson Mizner)

"While good interviewing skills will improve the odds that you'll find talent and skill if it's there, no amount of interviewing skill can inject talent into candidates that don't have any." (Scott Berkun)

"We have two ears and one mouth so that we can listen twice as much as we speak." (Epictetus, 55 - 135AD)

"A man or woman who hunts, whether after deer or a job, is an aggressor intent on killing something. That's a hell of a spirit in which to make a business connection." (Albert Carr)

"When I evaluate a candidate, one of the most important criteria is what I call "the first derivative." Is this person learning? Is this candidate moving forward, or have they stagnated." (Eric Sink)

"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 1963 - 1947)

"A specific, measurable, and relevant person specification is your most important tool in recruitment. Without it, you cannot effectively market, advertise, interview or select." (Source Unknown)

"When hiring key employees, there are only two qualities to look for: judgement and taste. Almost everything else can be bought by the yard." (John W Gardner)

"Focus on a few key objectives ... I only have three things to do. I have to choose the right people, allocate the right number of dollars, and transmit ideas from one division to another with the speed of light. So I'm really in the business of being the gatekeeper and the transmitter of ideas." (Jack Welch)

"After finding no qualified candidates for the position of principal, the school board is extremely pleased to announce the appointment of David Steele to the post." (Elbert G. Hubbard)

"Hiring is all about probabilities. When we evaluate a candidate, we are basically just trying to predict whether that candidate will be a success in the position being filled. We're trying to know the future, but we have no prophets." (Source Unknown)

"When I ask candidates to tell me about their weaknesses, I am hoping for a wise, honest, and self-confident answer. When I hear a candidate rationally admit a weakness, I am impressed. When I hear a candidate duck the question with language straight out of a book, I start thinking about the next candidate." (Eric Sink)

"Classically, organizations look for the "right" educational and professional backgrounds. I would add a third quality: Is the candidate infected with a love of your product? Because all the education and work experience in the world doesn't matter if the candidate doesn't "get it" and love it." (Guy Kawasaki)

"Would you marry someone based on a one-hour interview in a singles bar?" (Seth Godin)

"To find out whether you're hiring the right people, think about the people you've fired and ask what behaviour made them unsuccessful." (Source Unknown)

"People maybe said to resemble not the bricks of which a house is built, but the pieces of a picture puzzle, each differing in shape, but matching the rest, and thus bringing out the picture." (Felix Adler)

"If you want to consistently make the worst hiring decisions you can make, just make all the decisions by yourself without listening to anybody else." (Source Unknown)

"The closest to perfection a person ever comes is when he fills out a job application form." (Stanley J. Randall)

"A young man fills out an application for a job and does well until he gets to the last question, "Who should we notify in case of an accident?" He mulls it over and then writes, "Anybody in sight!" (Milton Berle)

"I'm turned off by people who haven't done their homework." (Donald Kendall, chair, PepsiCo)

"When I interview a job applicant, I am first interested in how he presents himself. How does he look; how is he dressed; what does he say; how does he answer my questions?" (Franklin Murphy, chair, Times-Mirror)

"As the last step in the recruiting process, apply the Shopping Centre Test. It works like this: Suppose you're at a shopping centre, and you see the candidate. He is 50 feet away and has not seen you. Do you: (1) beeline it over to him and say hello; (2) say to yourself, "If I bump into him, then I'll say hello, if not, that's okay too;" (3) get in your car and go to another centre? My contention is that unless the candidate elicits the first response, you shouldn't hire him." (Guy Kawasaki)

"You can't score or evaluate a candidate in the abstract: you need to have an ordered list of traits you are looking for. Put these in two piles: traits for fitting in the team/organization, traits for succeeding in this specific role." (Scott Berkun)

"I believe that diversity is the natural order of things - as natural as the trillion shapes and shades of the flowers of spring or leaves of autumn. I believe that diversity brings new solutions to an ever-changing environment and that sameness is not only uninteresting but limiting." (Gene Griessman)

"Ads are the cave art of the twentieth century." (Marshall McLuhan)

"Advertising is, actually, a simple phenomenon in terms of economics. It is merely a substitute for a personal sales force - an extension, if you will, of the merchant who cries aloud his wares." (Rosser Reeves)

"Advertising is legalized lying." (H. G. Wells)

"Just because your ad looks good is no insurance that it will get looked at. How many people do you know who are impeccably groomed . . . but dull?" (William Bernbach)

"I do not regard advertising as entertainment or an art form, but as a medium of information." (David Ogilvie) "Marketing is not something you do to people, it's something you do for people. Marketing is the service of helping people make the best possible decision." (George Silverman)

"We invite diversity into our community not because it is politically correct but because diverse viewpoints are demanded by the manifold mysteries of great things." (Parker Palmer)

"Businesses are made by people. We've proven time and time again that you can have wonderful shop, and put a bloke in there who's no good, and hell stuff it up. Put a good bloke in, and it just turns around like that." (Gerry Harvey)

"If you have only one vacancy, and after gathering evidence from all the candidates, you have more than one person meeting all the criteria of your person specification, the proper and fair way to appoint is by drawing lots." (Source Unknown)

"In the Macintosh Division, we had a saying, "A players hire A players; B players hire C players"-meaning that great people hire great people but mediocre people hire candidates who are not as good as they are, so they can feel superior to them. I have come to believe that we were wrong. A players hire A+ players, not merely A players. It takes self confidence and self-awareness, but it's the only way to build a great team." (Guy Kawasaki)

"The people who are doing the work are the moving force behind Macintosh. My job is to create a space for them, to clear out the rest of the organization and keep it at bay." (Steve Jobs)

"Hiring people is an art, not a science, and resumes can't tell you whether someone will fit into a company's culture. When you realize you've made a mistake, you need to cut your losses and move on." (Howard Schultz)

"People are not your most important asset. The RIGHT people are." (Jim Collins)

"If you don't get the RIGHT people, you'll never fulfil the potential of your business." (Larry Bossidy)

"References have a limited value. Some employers will give glowing references for people they want to lose and poor references for those they want to keep." (Source Unknown)

"After 30 years of training, I am increasingly convinced that hiring is more important than training." (Stephen Covey)

"My point is not that 'people are cool,' 'people are important.' It is that 'people' (their talent, creativity, intellectual capital, entrepreneurial drive) is all the hell there is." (Tom Peters)

"I would say on a long-term basis, as the CEO, that I have primary responsibility for ensuring that the management team remains vital, relevant and refreshed, and that we create a process to nurture and facilitate our own succession. That is one of the two or three most important things that a CEO must do." (John Swainson, CEO, CA Inc)

"If you're the leader you need to realise it's not about you. It's about building a team and recruiting and keeping the best players." (Jack Welch)

"I believe hiring the wrong employee for the job is morally wrong." (Chris Young)

"Because our total strategy focuses on growth and innovation, the HR strategy has to tie in to how we can grow faster. So the strategy includes how we can expand the pool of talent from recruitment, how we can expand the competency of existing talent, and how we can retain talent." (Cindy Lau, Managing Director, Johnson and Johnson)

"Instead of hiring people they like, the criterion of gifted bosses is to hire people they admire. Not admire for their lifestyle or personality, but for their work and commitment to it." (Dale Dauten)

"One great hire equals three good ones. Following that logic, you can pay a great employee double and still come out ahead." (Kip Tindell)

"Talent management is about making sure you have the right people in the right places for both themselves and the

organization, and needing to make sure that you as chief executive are taking responsibility for the development of your leadership talent. It's one of the best legacies you can leave any organisation." (Michael Wilkins, CEO, Promina Group)

"The major challenge for recruiters is to find a route that incorporates both systematic, fair procedures and gut feel." (Source Unknown)

"We don't sit down each year and justify our spending on leadership management. It's a given that it's beneficial and that it's a good investment. We see when we put a new person into the job who's good or better, the business results get better." (Michael Critelli, CEO, Pitney Bowes)

"The essential criteria in your person specification are the basis for rejection. The desirable criteria are the basis for selection." (Source Unknown)

"It's understanding not only the individual nature of the candidate or the potential candidate but the culture into which he's going to be operating and whether that fits." (Peter Johnson, CEO, Inchcape)

"The only kind of discrimination you should practice in recruitment and selection is discrimination in favour of those who can do the job." (Manage TrainLearn)

"In 'The Heartbreak Kid', Ben Stiller's character, Eddie, is a 40 year old man who meets Lila and after only six weeks of 'courtship', marries her. While on their honeymoon, Eddie discovers many interesting tidbits about Lila that he didn't know before. He also meets someone else who is more 'his style'. The difference between the movie and a poor hiring decision is that it is often easier to get a divorce from your wife than from your employee." (Chris Young)

## **5 Training Skills**

"Learning is weightless: treasure you always carry easily." (Chinese proverb)

"If I am walking with two other men, each of them will serve as my teacher. I will pick out the good points of the one and imitate them, and the bad points in the other and correct them in myself." (Confucius 551 - 479 BC)

"It's all to do with the training. You can do a lot if you're properly trained." (Queen Elizabeth II)

"Teachers open the door; you enter by yourself." (Chinese proverb)

"To waken interest and kindle enthusiasm is the sure way to teach easily and successfully." (Tryon Edwards 1809 - 94)

"Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not." (Thomas Huxley 1825 - 95)

"Never regard study as a duty but as an enviable opportunity to learn to know the liberating influence of beauty in the realm of the spirit for your own personal joy and to the profit of the community to which your later works belong." (Albert Einstein 1879 - 1955)

"The training which makes men happiest in themselves also makes them most serviceable to others." (John Ruskin 1819 -1900)

"Coaching is for kids. If a player can't trap a ball and pass it by the time he's in the team, he shouldn't be there in the first place. I told Roy McFaiand to go and get his bloody hair cut. That's coaching at this level." (Brian Clough, football manager)

"The true purpose of education is to cherish and untold the seed of immortality already sown within us; to develop, to their fullest extent, the capacities of every kind which the God who made us has endowed us." (Anna Jameson 1794 - 1860)

"Education is what survives when what has been learnt has been forgotten." (B.F. Skinner)

"Education does not consist merely in studying languages and learning a number of facts. It is something very different from, and higher than, mere instruction. Instruction shores up for future use, but education sows seeds which will bear fruit, some thirty, some sixty, some one hundred fold." (Sir John Lubbock 1834 - 1913)

"Lessons are not given, they are taken." (Cesare Pavese 1908 - 50)

"It is only when we forget all our learning that we begin to know." (Henry David Thoreau 1817 - 62)

"We have to abandon the idea that schooling is something restricted to youth. How can it be, in a world where half the things a man knows at 20 are no longer true at 40 - and half the things he knows at 40 hadn't been discovered when he was 20?" (Arthur C. Clarke)

"If you desire learning, forsake ease; if you desire ease, forsake learning." (Nagarjuna 100 - 200?)

"I can easier teach twenty what were good to be done; than be one of the twenty to follow my own teaching." (William Shakespeare 1564 - 1616)

"What we have to learn to do, we learn by doing." (Aristotle 384 - 322BC)

"Men must be taught as if you taught them not; and things unknown propos'd as things forgot." (Alexander Pope 1688 - 1744)

"If you give a man a fish, he will have a single meal. If you teach him how to fish, he will eat all his life." (Kwan-Tzu)

"You can learn new things at any time in your life if you're willing to be a beginner. If you actually learn to like being a beginner, the whole world opens up to you." (Barbara Sher)

"I loved learning, it was school I hated. I used to cut school to go learn something." (Eric Jensen) "Real learning comes when the competitive spirit has ceased." (J. Krishnamurti)

"I forget what I was taught. I only remember what I learnt." (Patrick White)

"Learning is what most adults will do for a living in the 21st century." (Sydney Joseph Perelman)

"Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them." (John Whitmore)

"Research shows that you begin learning in the womb and go right on learning until the moment you pass on. Your brain has a capacity for learning that is virtually limitless, which makes every human being a potential genius." (Michael J. Gelb)

"Try to learn something about everything and everything about something." (Thomas H. Huxley)

"Coaching isn't an addition to a leader's job; it's an integral part of it." (George S. Odiorne)

"A good coach will make his players see what they can be rather than what they are." (Ara Parasheghian)

"It seems that we learn lessons when we least expect them but always when we need them the most, and the true gift in

these lessons always lies in the learning process itself." (Cathy Lee Crosby)

"Develop a passion for learning. If you do, you will never cease to grow." (Anthony J. D'Angelo)

"The things which hurt, instruct" (Benjamin Franklin)

"Any act often repeated soon forms a habit; and habit allowed, steadily gains in strength. At first, it may be but as a spider's web, easily broken through, but if not resisted it soon binds us with chains of steel." (Tryon Edwards)

"To give yourself the best possible chance of playing to your potential, you must prepare for ever)eventuality. That means practice." (Seve Ballesteros)

"Learning how to learn is life's most important skill." (Tony Buzan)

"Don't just learn the tricks of the trade. Learn the trade." (James Bennis)

"If I miss one day of practice, I notice it. If I miss two days, the critics notice it. If I miss three days, the audience notice it." (Jan Paderewski, concert pianist)

"The best and fastest way to learn a sport is to watch and imitate a champion." (Jean Claude Killy)

"If you train hard, you'll not only be hard, you'll be hard to beat." (Herschel Walker)

"Practise, practise, practise, until you eventually get numb on rejections." (Brian Klemmer)

"We all knew there was just one way to improve our odds for survival: train, train, train. Sometimes, if your training is properly intense, it will kill you. More often -- much more often - it will save your life." (Richard Marchinko)

"When I was coaching, the one thought that I would try to get across to my players was that everything I do each day, everything I say, I must first think what effect it will have on everyone concerned." (Frank Layden)

"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires." (William A. Ward)

"Excellence is an art won by habitation and training. We are what we repeatedly do. Excellence is not, then, an act, but a habit." (Aristotle 384 - 322 BC)

"In teaching, it is not the content that is the message: it is the drawing out, not the pumping in." (Ashley Montagu)

"The man who can make hard things easy is the educator." (Ralph Waldo Emerson)

"There is no such whetstone to sharpen a good wit and encourage a will to learning as is praise." (Roger Ascham)

"The first step in growth is to do what we love to do and to become aware of doing it." (Sujata)

"All wish to be learned but no one is willing to pay the price." (Juvenal 40 - 125)

"The beginning of a habit is like an invisible thread, but every time we repeat the act, we strengthen the strand, add to it another filament, until it becomes a great cable and binds us irrevocably, thought and act," (Orison Swett Marden)

"The road to wisdom? Well, it's plain and simple to express: Err and err and err again, but less and less and less." (Piet Hein, Danish poet and inventor)

"We must view young people not as empty bottles to be filled, but as candles to be lit." (Robert H. Shaffer)

"A teacher is one who makes himself progressively unnecessary." (Thomas Carruthers)

"The illiterate of the future will not be the person who does not know how to read. It will be the person who does not know how to learn." (Alvin Toffler)

"Training is everything. The peach was once a bitter almond; the cauliflower is nothing but a cabbage with a college education." (Mark Twain 1835 - 1910)

"For learning to take place with any kind of efficiency, students must be motivated. To be motivated, they must become interested. And they become interested when they are actively working on projects which they can relate to their values and goals in life." (Gus Tuberville, President, William Penn College)

"Only the curious will learn, only the resolute overcome the obstacles to learning. The Quest Quotient has always excited me more than the Intelligence Quotient." (Eugene S. Wilson)

"Whoever acquires knowledge but does not practise it is as one who ploughs but does not sow." (Saadi 1184- ?)

"To look is one thing. To see what you look at is another. To understand what you see is a third. To learn from what you understand is still something else. But to act on what you learn is all that really matters." (Source Unknown)

"There is nothing training cannot do. Nothing is above its reach. It can turn bad morals to good; it can destroy bad principles and recreate good ones; it can lift men to angelship." (Mark Twain 1835 - 1910)

"If you think education is expensive - try ignorance." (Derek Bok)

"Your most valuable asset in learning is a positive attitude." (Bobby DePorter)

"Emblazon these words on your mind: learning is more effective when it's fun!" (Peter Kline)

"We remember: 20% of what is said? 30% of what we hear? 40% of what we see? 50% of what we say? 60% of what we do? 90% of what we see, hear, say and do." (University of the First Age)

"You can motivate by fear, and you can motivate by reward. But both those methods are only temporary. The only lasting thing is self-motivation." (Homer Rice)

"The secret of education is respecting the pupil." (Ralph Waldo Emerson)

"The task of the modern educator is not to cut down jungles but to irrigate deserts." (C. S. Lewis)

"Every act of conscious learning requires the willingness to suffer an injury to ones self-esteem. That is why young children, before they are aware of their own self-importance, learn so easily." (Thomas Szasz)

"You cannot teach a man anything. You can only help him discover it in himself." (Galileo Galilei)

"Good teaching is one-fourth preparation and three-fourths theatre." (Gail Godwin)

"The best teacher is the one who suggests rather than dogmatizes, and inspires his listener with the wish to teach himself." (Edward Bulwer-Lytton)

"A teacher is a compass that activates the magnets of curiosity, knowledge, and wisdom in the pupils." (Ever Garrison)

"Teachers who inspire realize there will always be rocks in the road ahead of us. They will be stumbling blocks or stepping stones; it all depends on how we use them." (Source Unknown)

"The teacher who is indeed wise does not bid you to enter the house of his wisdom but rather leads you to the threshold of your mind." (Kahlil Gibran)

"When you teach your son, you teach your son's son." (The Talmud)

"One looks back with appreciation to the brilliant teachers, but with gratitude to those who touched our human feelings.

The curriculum is so much necessary raw material, but warmth is the vital element for the growing plant and for the soul of the child." (Carl Jung)

"The secret of teaching is to appear to have known all your life what you just learned this morning." (Source Unknown)

"Teaching is the only major occupation of man for which we have not yet developed tools that make an average person capable of competence and performance. In teaching we rely on the "naturals," the ones who somehow know how to teach." (Peter Drucker)

"Teachers are those who use themselves as bridges, over which they invite their students to cross; then having facilitated their crossing, joyfully collapse, encouraging them to create bridges of their own." (Nikos Kazantzakis)

"Just because you're trained for something doesn't mean you're prepared for it." (Source Unknown)

"The task of the excellent teacher is to stimulate apparently ordinary people to unusual effort. The tough problem is not in identifying winners: it is in making winners out of ordinary people." (K. Patricia Cross)

"A good teacher is better than a spectacular teacher. Otherwise the teacher outshines the teachings." (The Tao of Teaching)

"Tell me and I forget. Show me and I remember. Involve me and I understand." (Chinese Proverb)

"Every truth has four corners: as a teacher I give you one corner, and it is for you to find the other three." (Confucius)

"Setting an example is not the main means of influencing another, it is the only means." (Albert Einstein)

"The most important knowledge teachers need to do good work is a knowledge of how students are experiencing learning and perceiving their teacher's actions." (Steven Brookfield)

"Students learn what they care about, from people they care about and who, they know, care about them." (Barbara Harrell Carson)

"The great end of education is to discipline rather than to furnish the mind; to train it to the use of its own powers rather than to fill it with the accumulation of others." (Tryon Edwards)

"What sculpture is to a block of marble, education is to a human soul." (Joseph Addison)

"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." (Lou Holtz)

"Education is not the piling on of learning, information, data, facts, skills, or abilities - that's training or instruction - but is rather making visible what is hidden as a seed." (Thomas More)

"Skill without imagination is craftsmanship and gives us many useful objects such as wickerwork picnic baskets. Imagination without skill gives us modern art." (Tom Stoppard)

"If you hear a voice within you say 'you cannot paint,' then by all means paint, and that voice will be silenced." (Vincent van Gogh)

"The major challenge for leaders in the twenty-first century will be how to release the brain power of their organisations." (Warren Bennis)

"An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage." (Jack Welch)

"If you spend even one tenth as much time thinking about and describing your students as you do about your subject, you will develop a powerful tool for ensuring the effectiveness of your training." (Robert Mager)

"In theory, there is no difference between theory and practice. In practice, there is." (Yogi Berra)

"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 from the well." (Henri-Frederic Amiel)

## **6 Web Resources on "The Art of Managing People**

The following instantly-accessible website resources provide more in depth information on some of the tips, techniques, and features in this book.

For the full range of Appraisal Skills products from ManageTrainLearn, click here:

<http://www.managetrainlearn.com/products/appraisal-skills/>

For the full range of Discipline products from ManageTrainLearn, click here:

<http://www.managetrainlearn.com/products/discipline/>

For the full range of Understanding Personality Types products from ManageTrainLearn, click here:

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